

Massachusetts National Guard 2004 Annual Report





**The Commonwealth of Massachusetts
Military Division
Office of The Adjutant General
50 Maple St., Milford, MA 01757-3604**

People of the Commonwealth of Massachusetts:

On the following pages, you will find our annual report for fiscal year 2004.

I have immeasurable pride in the accomplishments of the soldiers and airmen of the Massachusetts National Guard. True professionals, they have successfully responded to every mission and challenge put before them since that terrible day four years ago.

Regardless of where we have deployed them, your Massachusetts National Guard soldiers and airmen have earned a reputation as talented and motivated professionals. Invariably, during my visits to the Pentagon, senior military officials convey to me the indispensable role the Massachusetts National Guard has played, and continues to play, in worldwide operations.

Through the continued perseverance and commitment of our men and women, our performance ratings have improved from dead last in 1999 to near the top today. We have accomplished a lot, and it has truly been a team effort.

I think that leading the men and women of the Massachusetts National Guard was the most humbling role of my career. However, meeting with Guard members across the world – and especially in Iraq – has been particularly compelling.

Our soldiers, airmen and their families understand more than most that the price of freedom is not free. We are fortunate to have an excellent family support network that has helped take some of the pressure off the deployed members. We will continue to make every effort to ensure our families are taken care of before, during and after deployment.

I would like to take this opportunity to thank you, the people of the Commonwealth of Massachusetts, for the support you have shown the men and women of the Massachusetts National Guard and their families. It is your support that allows us to continue our noble calling and keep America free.

George W. Keefe

A handwritten signature in dark ink, appearing to read "G.W. Keefe".

Major General, Massachusetts National Guard
The Adjutant General



**Gov.
Mitt Romney**



**Executive Secretary of Public
Safety Edward A. Flynn**



**The Adjutant General, Maj.
Gen. George W. Keefe**

Massachusetts National Guard

The Adjutant General, Maj. Gen. George W. Keefe

Assistant Adjutant General, Brig. Gen. John R. Mullin
Assistant Adjutant General, Brig. Gen. Samuel M. Shiver
Assistant Adjutant General, Col. Manuel J. Constantine

**State Command Sergeant Major,
Command Sgt. Maj. Richard P. Belanger**

**Command Chief Master Sergeant,
Command Chief Master Sgt. Joel E. Novak**

Joint Force Headquarters – Massachusetts

Commander, JFHQ-MA
and Army Component Commander,
Brig. Gen. Gary A. Pappas

Deputy Commander, JFHQ-MA and Air
Component Commander,
Col. Michael D. Akey

Chief of Staff,
Col. Oliver J. Mason

Deputy Chief of Staff,
Col. Robert St. Clair

J-1, Manpower and Personnel Officer,
Col. Stephen A. Garanin

J-2, Intelligence,
Col. Leon Rice

J-3, Operations,
Col. Thomas J. Sellars

J-4, Logistics,
Col. Raymond M. Murphy

J-5/7, Plans and Policy,
Col. Joseph C. Carter

J-6, Command, Control
and Communication Systems,
Col. David J. Barisano

J-8, Resource Management,
Col. William J. Burns

U.S. Property and Fiscal Officer,
Col. Frank P. Baran

Chaplain,
Chaplain (Col.) Ronald A. Crews

Military Personnel Officer,
Col. Jay F. Daley

Senior Army Advisor,
Col. William F. Donaher

Director of Military Support,
Col. Sheila M. Edwards

Director of Installations Management,
Col. Richard V. Crivello

Director of Safety,
Col. William F. FitzPatrick

Inspector General,
Col. Leonard J. Samborowski

Selective Service Officer,
Col. Steven Valente

Staff Judge Advocate,
Col. Christopher C. Henes

Director of Army Aviation,
Lt. Col. William B. Tyminski

Commander, Massachusetts Medical
Command, **Col. Gordon Bennett**

State Surgeon (Acting),
Col. Alexandra L. Accardi

Commonwealth of Massachusetts – Military Division

State Quartermaster,
Col. Mark P. Murray

State Judge Advocate,
Col. Robert H. Costello Jr.

Director of Administration and Finance,
Mr. Joseph Wolfgang

Legislative Liaison,
Mr. Richard Dowdell

Major Commands



Massachusetts Air National Guard

102nd Fighter Wing

Col. Paul G. Worcester
Chief Master Sgt. Roy H. Piver Jr.

104th Fighter Wing

Col. Michael R. Boulanger
Chief Master Sgt. Laurence D. Heller

253rd Combat Communications Group

Col. Sandra Warde



Massachusetts Army National Guard

26th "Yankee" Infantry Brigade

Col. Steven N. Wickstrom
Command Sgt. Maj. John F. Helbert

42nd Division Artillery

Col. Eugene A. Dever Jr.
Command Sgt. Major Dennis J. Flynn

51st Troop Command

Col. Michael E. Chilson
Command Sgt. Maj. Michael F. Case

79th Troop Command

Col. Charles F. Maguire III
Command Sgt. Maj. Francis J. Walsh

Headquarters Camp Edwards Army National Guard Training Site

Col. Bernard A. Flynn
Command Sgt. Maj. Hervey E. Constantine

101st Regional Training Institute

Col. Jeffrey D. Greb
Command Sgt. Maj. Gregory J. Burke

Massachusetts Medical Command

Col. Gordon Bennett Jr.
Command Sgt. Maj. Thomas V. Ardita

An Introduction to the Massachusetts National Guard

The Massachusetts National Guard was founded as the Massachusetts Bay Colonial Militia in December 1636.

Since that time, members of the Massachusetts National Guard served the cause of freedom at Lexington and Concord, fought in the trenches of France, stormed the beaches of Normandy and Guadalcanal, endured the hot sun in the Middle East, and kept the peace in Bosnia.

Today, nearly 160,000 soldiers, sailors, airmen and Marines are serving in over 120 nations throughout the world. Nearly 1,000 are members of our own Massachusetts National Guard. Roughly 9,300 Massachusetts National Guard soldiers and airmen have served on active duty since September 11th, 2001, and nearly 4,000 of those served overseas.

There are roughly 8,200 soldiers and airmen in the Massachusetts National Guard, serving in Air Force and Army units, in both combat and support roles. The commonwealth gets a great deal of bang for its buck out of the Massachusetts National Guard. Our annual budget is roughly \$283 million, and 97% of that is federally funded.

The Massachusetts National Guard has a unique dual mission. First, to maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed under the direction of the President of the United States. Second, to provide trained and disciplined forces for emergencies within the Commonwealth of Massachusetts in order to provide for the protection of life and property, and preserve peace, order and public safety under the direction of the Governor of Massachusetts.

In addition to supporting the Department of Defense and the nation's wars, the Massachusetts National Guard has always been there to support the community in time of need. Massachusetts Guard members were activated to protect life and property during the Blizzard of 1978, the Northeast Ice Storm of 1998, the airport security missions in 2001, and the Democratic National Convention earlier this year.

The Massachusetts National Guard is citizen-soldier force that is rapidly deployable, trained, ready and flexible. Because we are the state's militia, there are no Posse Comitatus restrictions on state duty. We have interstate compacts with the National Guard from other states, so if we need an asset that we don't have in Massachusetts, other states will lend us the personnel and equipment.

The Joint Force Headquarters in Milford provides a ready command and control center to manage homeland defense operations. During the Democratic National Convention, the Joint Force Headquarters managed National Guard, Reserve and active duty forces supporting civil authorities in protecting public safety.

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Overview

OVERVIEW OF FISCAL YEAR 2004

Mission

Our mission is to be trained and ready to provide units that are capable of mobilizing for any contingency worldwide. To accomplish this, we must identify unit requirements and enhance unit readiness, ensuring that we provide the resources units need to meet readiness requirements. Accomplishing our mission will allow us to both provide trained soldiers and airmen for military operations overseas, and support the Commonwealth of Massachusetts with personnel and specialized equipment in case of local emergency.

Goals

Strength Management.

Only by maintaining fully manned units can we preserve our force structure, funding and relevance.

Leadership Development.

Developing leaders at all levels is critical to our success; soldiers and airmen cannot follow if they are not led.

Individual and Unit Readiness.

The readiness level of individuals and units allows units to be mobilized quickly and efficiently in time of need.

Homeland Defense Preparedness.

Since 1636, protecting the lives and property of the commonwealth's citizens has always been a primary mission of the Massachusetts National Guard.

Supporting Families.

To ensure our deployed soldiers and airmen can focus on their mission, we must ensure their families are prepared for the members' absence and taken care of while the members are away. This includes referrals, legal assistance, and emergency financial aid.

Providing Quality Training Sites and Services.

Quality training assets directly contribute to unit readiness.



Challenges

The primary challenges for fiscal year 2004 were supporting the high operations tempo while simultaneously dealing with a difficult fiscal reality and increased member attrition.

The Massachusetts National Guard mobilized roughly 2,400 soldiers and airmen during the year, nearly 900 of which deployed overseas in support of the Global War on Terrorism.

Funding levels continued to be a challenge. Though our total funding level increased by approximately 4 percent versus 2003, it was still down roughly 10 percent from 2002 funding levels. Funding by the State of Massachusetts was reduced by nearly 40 percent when

compared to 2003. Note, however, that funding for all state agencies was drastically reduced in 2004 because of reduced revenues and high deficits.

The organization was able to adjust, full-time support staff worked more hours as they supported more missions with fewer personnel, personnel and equipment were transferred from non-deploying units to deploying ones, funds were transferred to critical areas, and programs were implemented to increase fiscal efficiency.

The year also saw a spike in attrition as more soldiers and airmen did not extend when their contracts came to an end. The overall attrition rate increased from 16 percent in 2003 to 20 percent in 2004. Some of these members returned from tours on active duty and wished to focus on their families and civilian careers. These men and women have done their part for their country, and we understand and support their decision.

People are the cornerstone of this organization, however, and we are concerned about the spike in attrition. We are making every effort to keep the experienced members returning from active duty by continuing to update and improve our retention initiatives. We have also increased our recruiting efforts so we can continue to recruit and train the highest caliber people.

Fiscal Year 2004 Achievements

The Massachusetts National Guard mobilized over 2,400 soldiers and airmen during fiscal year 2004, supporting missions overseas and in Massachusetts.

Strength Management

Though attrition increased by 4 percent, it was partially offset by recruiting, which improved approximately 11 percent from 2003.

Individual and Unit Readiness.

The high readiness of Massachusetts National Guard units is one reason why so many of our units are being called to active duty, over 2,400 soldiers and airmen during the fiscal year.

Homeland Defense Preparedness

At home, the Massachusetts National Guard protected key military facilities, guarded the Plymouth Nuclear Power Plant, and provided nearly 800 soldiers and airmen to assist with security at the Democratic National Convention.

Massachusetts remains the home of the 1st Civil Support Team. The team works closely with civil authorities, helping them prepare for the potential use of a weapon of mass destruction by assessing risks, providing technical advice and helping develop communications links with other experts and agencies nationwide.

Supporting Families

We are lucky to have a Family Programs Office that is among the most robust in the nation. Working with the Family Programs Office, we held family readiness briefings for every deploying unit. In order to ensure we could provide support to National Guard families, the Family Program Office staff was increased to 13 (11 Army National Guard and two Air National Guard).

The office maintains five formal Family Assistance Centers (FAC) and two Air National Guard Family Assistance Centers.

To keep family members informed, the office publishes the "FAC Facts" newsletter. The office also runs programs to train and inform the leaders of the unit family readiness groups, including readiness group leadership workshops. The office publishes a youth newsletter, youth deployment newsletter and youth activity guide.

The effectiveness of these programs can be demonstrated by the fact that Massachusetts has been selected to host the 2005 National Guard Bureau Family Programs Workshop.

Providing Quality Training Sites and Services.

It is hard to overstate the importance of the Massachusetts Military Reservation. No other facility in New England offers the unique combination of training areas, ranges and other facilities. To find similar training assets, a unit would have to travel to Fort Drum, New York, more than a six hour drive each way for some of them. On a typical two-day drill weekend, nearly half the unit's time would be spent on travel to and from Fort Drum, instead of training.

Despite the fact that the members of the Massachusetts National Guard have continued to an operational tempo unseen since World War II, we have been able to look inside our organization and find ways to be more fiscally responsible during hard economic times.

Eight armories were closed during fiscal year 2004. In order to increase our fiscal efficiency, outdated and redundant armories were closed and units were moved to more modern facilities. This continues our progress towards a regional armory concept that will station multiple units in each armory, so it will be used by drilling units on more than one weekend per month. Locating these armories regionally will preserve our ability to support communities throughout the commonwealth, while simultaneously making more efficient use of our capital assets.

Fiscal Year 2004 Budget

Fiscal Year 2004 Economic Impact - Federal Funding

	Army	Air
Military Pay and Allowance	\$ 38,174,900	\$ 32,162,288
Civilian Payroll	\$ 26,500,900	\$ 47,682,777
Operations and Maintenance	\$ 36,300,200	\$ 75,032,745
Military Construction	\$ 7,459,193	\$ 11,440,117
Total	\$108,435,193	\$166,317,927

Fiscal Year 2004 - State Funding

Payroll	\$2,597,797
Operations & Maintenance	\$3,659,606
Capital Improvements (Bond funded)	\$ 427,526
State Active Duty (Reserve fund)	\$1,100,000
Total Investment by the Commonwealth	\$7,784,929

During the year, the Massachusetts National Guard managed a total of \$283 million in budgetary resources. This compares with \$272 million for fiscal year 2003 and \$315 million for 2002.



Despite funding constraints, the Massachusetts National Guard successfully maintained a high operations tempo in support of the Global War on Terrorism. Over 2,400 soldiers and airmen were mobilized for missions at home and overseas.

Current funding levels and a high operations tempo will not be able to coexist over the long term, however. Additional funding will be required to replace equipment worn by deployments and pay for supplemental personnel. It is estimated that the Massachusetts National Guard will require an additional \$130 million in funds and equipment annually over the next three years to acquire new vehicles, weapons, communications and other support items for its Army units.

In the Massachusetts National Guard, the Commonwealth of Massachusetts is getting considerable bang for its buck; a force of approximately 8,200 soldiers and airmen, along with specialized equipment including helicopters and off-road capable vehicles. The personnel and equipment available in the Massachusetts National Guard, which is not readily available elsewhere in the commonwealth, have served Massachusetts well during floods, blizzards, fires

and in protecting safety at public events including the Democratic National Convention.

This asset to the Commonwealth of Massachusetts is primarily funded by the federal government; roughly 97 percent of our funding is federal. Indeed, the estimated \$7,659,600 brought in by income taxes paid to the commonwealth on federal salaries nearly covers what the state of Massachusetts spends on the National Guard. This doesn't even take into account the economic impact of contracts and purchases from Massachusetts companies brought in by other federal funds.

The funding the Mass. National Guard receives from the state is critical to the organization, however. The 65 state-funded employees maintain facilities, provide administrative support, manage funds and perform legislative liaison functions. Their support has a direct impact on the ability of the Massachusetts National Guard to maintain force structure.

Without these positions, the overall strength of the Massachusetts National Guard may have to be reduced, potentially reducing in turn the \$283 million in federal funds coming into the state.

Fiscal Year 2005 Objectives

The focus of the Massachusetts National Guard for fiscal year 2005 and beyond will continue to be Strength Management, Leadership Development, Individual and Unit Readiness, Homeland Defense Preparedness, Supporting Families, and Providing Quality Training Sites and Services.

These long-term strategic goals will have significant impact on our future viability.

Strength Management.

Recruiting and retaining quality members is the top priority of the Massachusetts National Guard. Only by maintaining fully-manned units can we preserve our force structure, funding and relevance. Our objective remains 95 percent of our authorized strength at the end of fiscal year 2005.

Leadership Development.

Developing leaders at all levels is critical to our success; soldiers and airmen cannot follow if they are not led. Our success in this area has allowed the Massachusetts National Guard to successfully maintain an operations tempo unseen in over 50 years. Preserving this success by enrolling our leaders in military professional development schools, pro-

moting civilian education and distance learning, and enforcing professional standards is the key to future readiness.

Individual and Unit Readiness.

The high readiness-level of individuals and units in the Massachusetts National Guard is one reason our units were in such demand for missions supporting Operation Enduring Freedom and Operation Iraqi Freedom. To maintain our readiness level, our objectives are to meet National Guard Bureau standards on physical fitness, individual weapons qualification, physicals and military occupation qualification.

Homeland Defense Preparedness.

Since 1636, protecting the lives and property of the commonwealth's citizens has been a primary mission of the Massachusetts National Guard. Our objectives are to work with the Massachusetts Emergency Management Agency to increase coordination and training with local, state and federal first-response agencies; ensure all members of the Massachusetts National Guard are trained on our homeland defense mission; and work with our congressional delegation to create a center for homeland defense at the Massachusetts Military Reservation on Cape Cod.

Supporting Families.

To ensure our deployed soldiers and airmen can focus on their mission, we must ensure their families are prepared for the members' absence and taken care of while the members are away. Working with the Family Programs Office, our objective is to ensure that 100 percent of deploying members and spouses are briefed on our Family Assistance Program, and ensure the Family Programs Office is sufficiently staffed to meet the needs of our families.

Providing Quality Training Sites and Services.

Quality training assets directly contribute to unit readiness. For this reason, the Massachusetts National Guard must continually improve facilities and training sites. Our objectives are to work with our congressional delegation to create a center for homeland defense at the Massachusetts Military Reservation; increase usage at Camp Edwards by 10 percent per year over the next two years; make more efficient use of our capital assets by continuing to close redundant armories and focus on a regional armory concept that will station multiple units in each armory; and preserve the ability of all Massachusetts National Guard units to train in a field environment.

To help accomplish the goals listed above, the Massachusetts National Guard created cross-functional teams to further develop the goals into a Joint Combined State Strategic Plan. The plan will focus our organization by defining the means necessary to achieve the strategic

goals. It will be continually reviewed and updated as new information becomes available.

Fiscal Year 2005 Challenges

As in 2004, the primary challenge for 2005 will be meeting our objectives given our current fiscal environment. The Global War on Terrorism is expected to continue for the foreseeable future, and the units from the Massachusetts National Guard will be required to support it.

As units deploy to and return from missions at home and abroad, countless man-hours are spent ensuring their administrative and logistical needs are addressed. Additionally, we must ensure the members' family needs are taken care of.

Supporting these requirements under current funding levels becomes increasingly difficult each year, straining the full-time support staff as they work more missions with fewer personnel. As before, personnel and equipment will need to be laterally transferred from non-deploying units to deploying ones, further increasing the administrative and logistical work load.

As discussed, the organization has thus far been able to adjust by transferring funds to critical areas and implementing programs to increase fiscal efficiency. One example of this is the effort to make more efficient use of our capital assets by closing redundant armories and focusing on a regional armory concept.

Through these efforts, the Massachusetts National Guard was able to support its mission, but additional funding to replace equipment worn by deployments and supplement personnel will be required to continue operations at the current tempo. Additionally, although the Massachusetts National Guard is authorized modern equipment, the reality is that many units train and deploy with much older equipment than their active counterparts.

Examples of modernized equipment of which Massachusetts Guard units do not have enough include HMMWVs and SINCGARS frequency-hopping radios. We have identified the shortages and are working closely with National Guard Bureau (NGB) to address them, but it is a problem every state's National Guard is faced with. It is estimated that the Massachusetts National Guard's Army units will require an additional \$390 million over the next three years to acquire new vehicles, weapons, communications and other support items. Massachusetts Air National Guard units will require additional funding on top of that.

There are also federal programs that could significantly impact our ability to provide quality training sites for our

soldiers and airmen. Base Realignment and Closure (BRAC) could direct the closing and/or the relocation of other military facilities in the Commonwealth of Massachusetts, including facilities on the Massachusetts Military Reservation, Barnes Air National Guard Base and Hanscom Air Force Base.

The impact of such moves could be devastating to unit readiness in Massachusetts, because there are few military training sites remaining in New England, due to previous base closures in the region. The Air Force's reorganization plan, known as Future Total Forces, might also include mission and stationing changes for the Massachusetts Air National Guard. More information on the impacts of these programs will be forthcoming during fiscal year 2005.

Though roughly 97 percent of the Massachusetts National Guard's funding comes from the federal government, the 3 percent of the total budget that comes from the Commonwealth of Massachusetts is critical to the mission success of the Massachusetts National Guard.

It is worth noting that the revenue generated in state payroll tax from Army and Air Force personnel federal salaries exceeds the total appropriated to the Massachusetts National Guard. The Military Division leverages the state appropriated funds with federal funding to achieve maximum benefit.

The Commonwealth of Massachusetts owns and operates all Guard facilities throughout the state. Many of these locations are federally supported facilities through long term lease agreements. The remaining facilities, mostly armories, are entirely supported with state funds providing utility, operational, snow removal and routine maintenance support.

The 63 state-funded employees maintain facilities, provide administrative support, manage funds and perform legislative liaison functions.

The Massachusetts National Guard has maximized its state funding through facility downsizing, administrative consolidation and leveraging the state funds with federal funding. One example of this state/federal partnership would be in the National Guard's short and long term capital outlay program.

The Massachusetts National Guard is seeking a state capital bond authorization in fiscal year 2005 to

support the capital outlay program - in conjunction with its overall vision of consolidating, renovating and constructing new regional facilities - and to put the commonwealth in a position to take maximum advantage of ongoing and anticipated federal actions related to the Massachusetts National Guard.

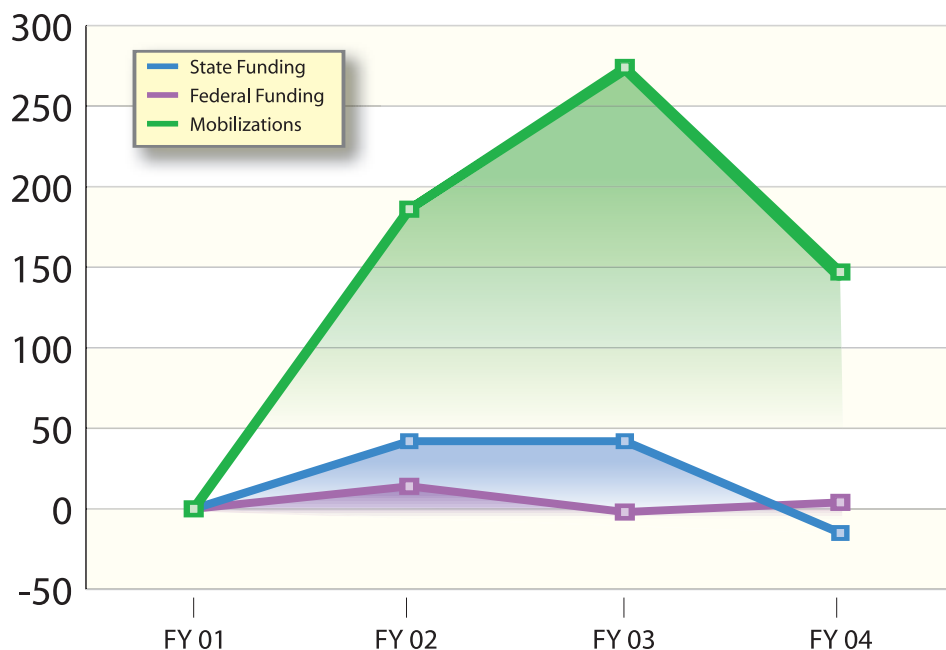
Among the proposal benefits:

- Providing up to \$5 million to fulfill preventative maintenance and upgrades to 14 National Guard facilities considered priorities based upon strategic use, long term function and stationing plans for Guard units.
- Providing funds appropriated for the modernization, life safety and security enhancements of the remaining 28 Guard facilities. The commonwealth can expect a federal contribution up to 50 percent, or \$17 million dollars. The total benefit to National Guard state owned facilities would be \$34 million dollars.
- A federal contribution of \$14.7 million dollars toward the construction of a new Army National Guard Readiness Center in Methuen. The federal funding is already committed by the National Guard Bureau dependent upon the state share of \$4 million.

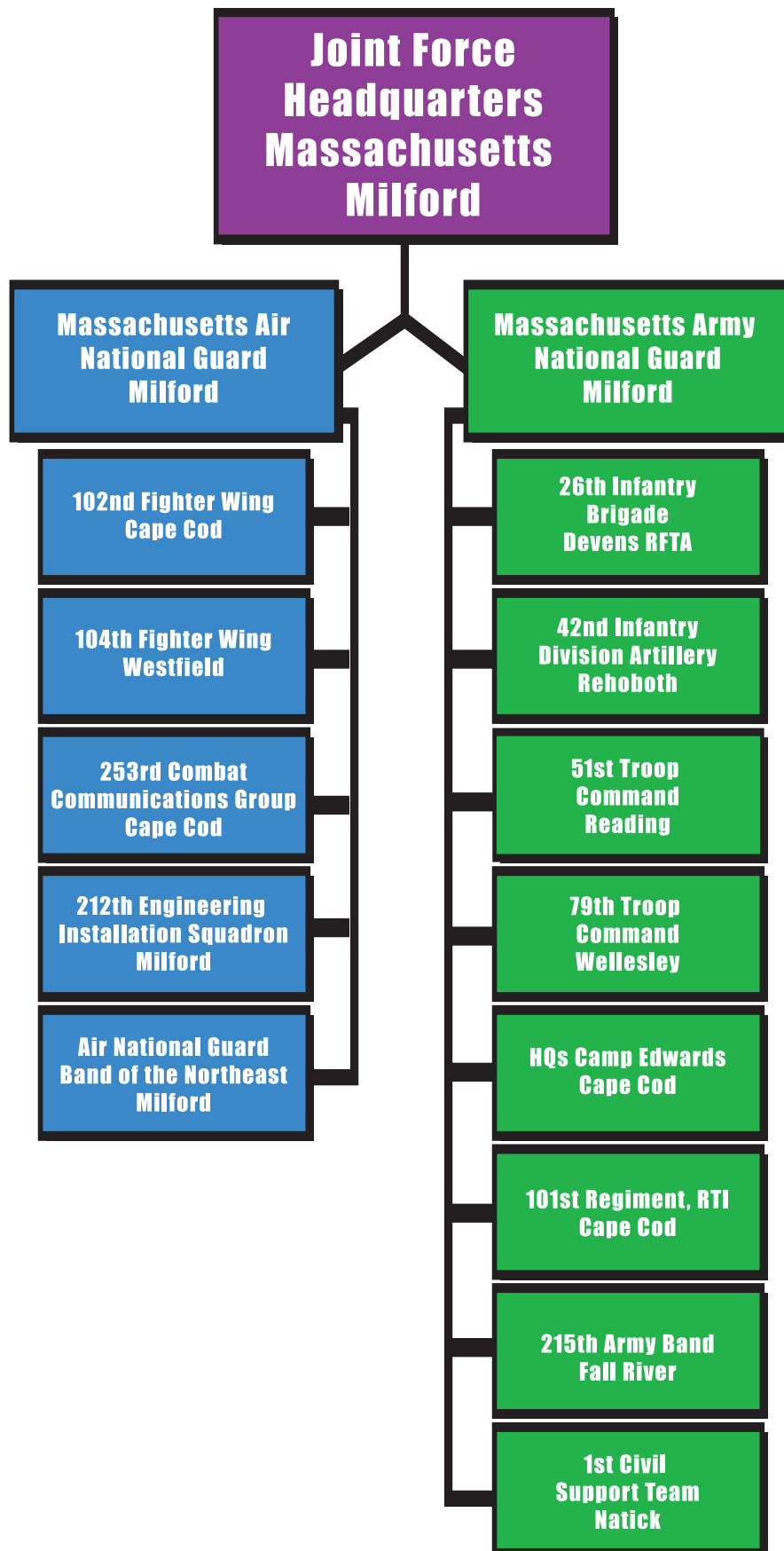
Finally, state funding supports the National Guard when it is called to perform state active duty missions. Many missions, such as the protective measures taken at the Pilgrim Nuclear Power Plant have become almost routine.

In short, funding from the Commonwealth of Massachusetts has a direct impact on the ability of the Massachusetts National Guard to meet its objectives.

Percent Change in Funding and Mobilizations Since Fiscal Year 2001



Organization



Military Division

COMMONWEALTH OF MASSACHUSETTS

The Military Division is the state agency that provides combat-ready units to the U.S. Army and U.S. Air Force; readies units and soldiers to protect, defend and preserve life, property and public order under the authority of the Commonwealth of Massachusetts; and improves the quality of life within our communities through civic actions, partnerships and co-facility usage.

The division is staffed with 63 state employees who support over 8,000 Massachusetts National Guard Members by maintaining facilities, providing administrative support to senior officials, managing state funds and performing legislative liaison functions.

The positions are critical, as their support has a direct impact on the ability of the Massachusetts National Guard to maintain force structure. Without these positions, the overall strength of the Massachusetts National Guard may have to be reduced, potentially reducing the \$250 million in federal funds coming into the state to support the Massachusetts National Guard.

Over 600 Massachusetts National Guard soldiers served on State Active Duty during the year, supplementing security at

Fiscal Year 2004 - State Funding

Payroll	\$ 2,597,797
Operations & Maintenance	\$ 3,659,606
Capital Improvements	\$ 427,526
State Active Duty	\$ 1,100,000
Total	\$7,784,929
Estimated state revenue from tax on fed. salaries	\$7,984,648

the Plymouth Yankee Nuclear power plant and assisting state and local law enforcement at the Boston Marathon and the 4th of July Esplanade Celebration.

The Massachusetts National Guard has executed 17 facility closings during the past two of years. These properties have been auctioned by DCAM realizing over \$10 million in revenue to the General Fund. In addition, \$20 million in cost avoidance to the commonwealth has been achieved through these closures.

The closures and downsizing are part of a long range plan of developing new regional facilities. Some of these new regional facilities will be constructed using federal military construction funds while others will be created through the modernization of existing facilities with state capital funds. The Military Division will continue with its facility downsizing activities in fiscal years 2005 and 2006. Stationing plans have been updated and units will be relocated. The result will be a reduced need to request large capital outlays

from the state to repair and maintain aging and obsolete sites. In addition, federal assets will be better maintained in a more secure environment with these improvements.

State Quartermaster

The State Quartermaster is responsible for the care and maintenance of all property in the commonwealth used for state military purposes.

Due to downsizing of the force structure, the Military Division was able to dispose of 13 armories across the state during fiscal year 2004. The Military Division has asked, and the Governor's office has agreed, to seek a \$25 million bonding bill for the replacement and repair of the remaining armories.

As the contracting officer for the Military Division, the State Quartermaster executed more than 45 contracts during the year at a cost of approximately \$9.7 million dollars.

The State Quartermaster is the state official charged with the management and implementation of the Master Cooperative Agreement with the federal government and, utilizing federal and state funds, provides support to both Army and Air National Guard facilities within the Massachusetts National Guard's control. The office employs 200 employees in that capacity and was responsible for the expenditure of approximately \$28 million in federal funds in accordance with the agreement.

Within the State Quartermaster's office are 39 armorers, who are responsible for the day-to-day care and maintenance of the armories. Those armories are divided into four geographic regions, each with a team leader who supervises the armorers within their region. Three other employees oversee the overall maintenance of the armories statewide and insure the necessary supplies and services are provided.

It is The Adjutant General's desire to further regionalize our facilities to meet the needs of our force structure and it is the State Quartermaster's goal to provide the finest facilities to our soldiers and airmen allowable and available with the federal and state funds provided.

Armory Closures in Fiscal Years 2003 and 2004:

Holyoke	Chelsea
North Adams	Weymouth
Clinton	Adams
Falmouth	Hyannis
Somerville	New Bedford
Westover Bldg 7400	Southbridge
Whitman	Webster
Woburn	Stoughton
Natick Central St.	

MANPOWER AND PERSONNEL

J-1

Human Resources

The Human Resources Office provides personnel and administrative services and support for approximately 1,600 full-time support personnel, both technicians and Active Guard Reserve, employed by the Massachusetts Army and Air National Guard. These services include labor and employee relations, staffing and classification, employee development and military support. Additionally, the Human Resources Office manages the federal technician payroll.

National Guard technicians are, for the most part, in the Excepted Federal Service and are employed under the provisions of Public Law 90-486, the Technician Act. They are required to be members of the Massachusetts National Guard and must hold specific military assignments, which are compatible with their full-time employment. They must maintain established physical fitness standards for mobilization and must be available for worldwide deployment.

Soldiers and airmen employed under the AGR program are governed by specific military regulations administered by the Human Resources Office, consistent with guidance provided by The Adjutant General.

The full-time support program is designed to provide continuity of operations between scheduled training assemblies and periods of annual training or active duty. The primary mission is to maintain the high level of personnel and equipment readiness necessary to meet federal and state mission requirements. As has been the case for the past three years since Sept. 11, 2001, the full-time staff is an extremely valuable asset that forms a highly trained cadre available during mobilization.

The Human Resources Office manages a full spectrum of Excepted Civil Service programs for technicians including staffing, classification, recruiting and new employee orientation. In addition, they manage a full range of employee benefit programs to include health and life insurance and the Federal Retirement System. Personnel programs are constantly updated to incorporate new legislation and changes in federal regulations.

For the 609 members of the Active Guard Reserve, the office manages day-to-day personnel activities including pay and allowances, leave, assignments and transfers, retirement and recruiting for position vacancies.

Labor-management relations are managed on a centralized basis through the labor relations staff in the Human Resources Office. The Massachusetts National Guard has maintained an aggressive and effective labor management program which has essentially been nonadversarial. Emphasis is placed on conflict resolution at the lowest level.

The agency is required by law to maintain a work force made up of all segments of society, which is free of discrimination and provides equal opportunities for promotion. As a result, the agency has endeavored to recruit and hire a diverse workforce.

Fiscal Year 2004 Highlights:

Ongoing Operations

- Provided benefits briefings to 142 full-time Army and Air Force technicians mobilized in support of Operation Iraqi Freedom.
- Provided benefits briefings to 120 full-time personnel returned to duty after completion of their mobilizations.
- Researched, prepared and submitted 184 Thrift Savings Plan makeup requests.
- Processed 2,032 technician personnel actions for Army and Air Force components.
- Published 295 technician vacancy announcements for 322 positions within the Massachusetts National Guard.
- Published 114 Active Guard Reserve vacancy announcements for the Army and Air Force components.

January 2004

- Hosted the Region A, Human Resources Advisory Council meeting.
- Conducted new supervisor training for 45 supervisors.

March 2004

- Conducted a new employee seminar for 20 employees.

September 2004

- Conducted a new employee seminar for 15 employees.

Units are staffed with full-time personnel as follows:

Massachusetts Army National Guard	887
Massachusetts Air National Guard	708
Total Personnel	1,595

The annual payroll to support this force exceeds \$80 million.

Deputy Chief of Staff, Personnel

Though the traditional airmen of the Massachusetts Air National Guard are managed primarily at the wing level, management of traditional soldiers of the Massachusetts Army National Guard is consolidated at the Joint Force Headquarters under the Deputy Chief of staff, Personnel. The DCSPER is responsible for the overall administration and management of personnel policies, plans and programs effecting 6,300 Army National Guard soldiers assigned within the commonwealth.

The DCSPER provides guidance and counsel to The Adjutant General regarding the personnel readiness of all soldiers. The office also provides guidance to senior level commanders and key management staffs at both state and federal level regarding military personnel management issues.

The DCSPER has continued to sustain personnel support to various contingencies associated with the Global War on Terrorism. The office has continued to be a focal point in preparing Massachusetts Army National Guard soldiers and their families for deployment in support of Operation Noble Eagle, Operation Enduring Freedom, Operation Iraqi Freedom and various homeland defense missions.

The DCSPER responds to daily requests for assistance from local, state and federal agencies, and political representatives as well as individual soldier and retiree inquiries. These actions are in addition to routine requests from supported units. Actions that occur within each branch of the DCSPER are described below.

Enlisted Branch

The Enlisted Personnel Branch mission is to support the administrative needs of the organizations and soldiers of the Massachusetts Army National Guard through efficient administrative techniques, effective leadership and a genuine concern for the soldier.

Daily functions of the Enlisted Branch include: managing the Enlisted Promotion System (EPS); processing of personnel orders (discharges, transfers, promotions, reductions, Military Occupational Skill awards, etc.); processing recommendations for federal and state awards; investigating calls to The Adjutant General's Hotline and Congressional inquiries; reviewing documentation and preparation for the annual Qualitative Retention Board; reviewing documentation and preparation for administrative separation boards; preparing and monitoring the annual Inactive National Guard Muster; processing enlistment waivers; researching and responding to requests for documentation by former members; and advising the DCSPER on all enlisted personnel matters as required.

During fiscal year 2004, The Enlisted Branch processed approximately 5,580 personnel-type orders and 978 individual mobilization (Title 10, federal active duty) orders. The Enlisted Branch processed 201 federal and 15 state award recommendations. The branch also processed 175 recruiting waivers for enlistment and 19 personnel action waivers. Additionally, two soldier casualty reports and four family member casualty reports were processed.

The Enlisted Branch responded to approximately 700 requests for records from retirees and former members during the year. Numerous publications were produced and updated, along with informal Personnel Pipelines newsletters to the field.

The enlisted personnel promotion section (EPS) processed 4,466 Enlisted Promotion Point Worksheets for soldiers in the field. Once the worksheets were completed and returned, EPPS processed 8,932 documents, preparing them for the promotion boards.

Upon completion of the boards, EPS processed approximately 23,000 documents for input into the Standard Installation/Division Personnel System (SIDPERS) and files. Annually the Enlisted Branch reviews, processes and approves every EPS related transfer, duty position change, flagging action and promotion action prior to input into the SIDPERS database.

The Enlisted Branch has been and continues to be intricately involved in the mobilization process for every Massachusetts Army National Guard unit that is ordered to active duty.

Officer Branch

The Officer Personnel Branch is responsible for the development, implementation and operation of the Officer Personnel Management System. It supports the administrative needs of the organizations and officers of the Massachusetts Army National Guard. It acts as a liaison between National Guard Bureau and the subordinate major commands; assists in the preparation and execution of leadership boards, Selective Retention Board and Officer Candidate Selection Board; and conducts monthly federal recognition boards.

During fiscal year 2004, The Officer Branch processed over 520 officer efficiency reports (OERs) with a significant reduction in evaluations returned for corrective action since last year. The branch also processed over 220 promotions and appointments.

Personnel Automated Records Center

The Personnel Automated Records Center (PARC) provides the necessary automated information to effectively support the personnel needs of organizations and individual soldiers. PARC also provides management tools to units at all levels of command, provides management information to functional managers within the Joint Force Headquarters, and ensures accurate maintenance of all military personnel records jackets. During mobilizations, PARC is the hub of soldier readiness preparation activity.

Accomplishments during fiscal year 2004 include: providing on-site support at mobilization stations such as Fort Dix, Fort Drum, Fort Bragg, Fort Hood and Fort McCoy; premobilization and demobilization activities in support of 1,147 soldiers between March and September 2004; completing training on the Personnel Electronic Records Management System (PERMS) and transition processing (TRANSPROC); conducting more than 560 records reviews; supporting 13 identification card missions at various unit locations across the state; preparing approximately 150 officer records for selective retention boards (SRB); processing 166 20-year letters for retirement, 120 applications for retired pay and five death cases. In all, approximately 8,200 transactions were processed including grade changes, extensions, duty position changes, returns from active duty, and others.

Education Services Office

The Education Services Office (ESO) supports the voluntary civilian education needs of National Guard soldiers.

The Massachusetts Army National Guard Federal Tuition Assistance Program budget for fiscal year 2004 totaled \$477,000. This amount was not sufficient for the number of soldiers requesting tuition assistance, but the office is actively engaged in procuring additional monies to cover the shortfall. Enlisted soldiers, warrant officers and officers received funding for 623 course enrollments ranging from various vocational and technical certificates and licenses, to associate's, bachelor's and master's degrees.

The Massachusetts National Guard 100 percent Tuition Waiver Program issued 266 30-credit tuition waivers for fiscal year 2004. The total cost of tuition waived by the

program for the period was \$678,300 (this figure is based on an average cost per credit hour at Massachusetts State colleges and universities of \$85.00).

The Education Services Office also coordinates scholarship programs. In fiscal year 2004, 10 Guaranteed Reserve Forces Duty and one Dedicated Army National Guard scholarships were awarded through aggressive marketing with the Reserve Officers Training Corps and the Massachusetts National Guard Recruiting Command. These 10 scholarships represent a total of \$340,000 in scholarship benefits to students for the next two years.

ESO has coordinated test proctoring for students needing this service for various schools. The office met with the coordinator for the Troops to Teachers Program and hope to make this a viable program for personnel on the verge of leaving the service.

The Massachusetts Army National Guard Education Web Site underwent an informational upgrade during the year. The site remains a big success and is still being benchmarked by other states (<http://www.state.ma.us/guard/education>).

Incentive Branch

The Incentive Branch processes bonuses for enlistment, reenlistment, affiliation and civilian acquired skills, and administers the student loan repayment program and the health loan repayment program.

The Incentive Branch manager is assigned as the Region 1 coordinator for incentive programs and the national chairperson of incentive programs. He is responsible for the daily updates, training, and improvements that Massachusetts, Rhode Island, Connecticut, New Hampshire, Maine, New York and Vermont accomplish in their daily duties, and reports to NGB on national issues concerning incentives. In addition, he is responsible for the training on IMARC (Incentive, Management and Reporting Center) for all incentive managers within the region.

The Incentive Branch continues to improve the Absent Without Leave (AWOL) reporting procedures for soldiers with more than nine AWOLs in a one year period who are receiving an incentive bonus or student loan repayment. Results of an internal audit have been used to improve incentive operations, enabling the Incentive Branch manager to streamline some processes in the management of bonus and student loan repayment programs.

Follow-up to the internal audit has shown that the incentive manager is continuing to make strides in improving the

overall timeliness of bonus payments and other processes. Our goal is to become the best incentive office in the nation.

The Incentive Branch manager was tasked by National Guard Bureau to create the new incentive manager's training Course that will be taught at the National Guard Professional Education Center, Ark. The Incentive Branch manager was given the opportunity to train new incentive managers in all aspects of the incentive programs.

Health Services

The health systems specialist (HSS) supports mission readiness by offering medical services to National Guard soldiers. The HSS coordinates with the state surgeon and the Massachusetts National Guard Medical Command (MedCom), and assists soldiers in processing medical pay claims and allowances through the United States Property and Fiscal Office comptroller. In addition, the HSS assisted in the demobilization of soldiers with line of duty injuries and active duty medical extension issues.

During fiscal year 2004, HSS reduced the waiting time for soldiers requiring stress tests by coordinating with the Veteran's Affairs Hospitals (Brockton), Bay State Medical Center (Springfield), and Lahey Clinic (Burlington) to offer more scheduling options. This has eliminated backlog in waiting for services.

In addition to the 45 cardiovascular screenings conducted during the year, blood work for other soldiers is now reviewed to notify them of potential problems with cholesterol, blood pressure or glucose problems prior to turning age 40.

The office processed 45 incapacitation pay requests, 325 line of duty injury requests, and 2,000 medical claims during the year. HSS, in conjunction with MedCom, also completed more than 425 health risk assessments and screened more than 4,500 medical records for deployment readiness.

Medical Command

The Medical Command programs, coordinates, and provides medical and dental health care to meet the peacetime and mobilization readiness requirements of the Massachusetts Army National Guard. MedCom has worked tirelessly to deliver quality medical readiness support to soldiers.

During fiscal year 2004, the Medical Command conducted 1,120 physical examinations, processed 6,741 annual

Medical Certifications, reviewed 354 medical profiles, administered 6,468 immunizations to 2,804 soldiers, and conducted 3,135 dental screenings. The office also improved its DNA completion rate to over 92 percent and HIV to over 95 percent. Additionally, MedCom provided soldier readiness processing coverage during the mobilization and de-mobilization of more than 3,000 soldiers in support of worldwide missions.

MedCom also conducted training events during the year. These included Combat Lifesaver, intravenous insertion certification, Cardio-pulmonary Resuscitation certification, and the Advanced Cardiac Life Support and Basic Trauma Life Support (BTLS) course. The command also provided interservice support and training to the Army Reserve and Air Force.

The seventh annual Army Medical Department (AMEDD) Region 1 conference entitled, "Regional Homeland Defense: A Minuteman Tradition," highlighted the leadership role that the Massachusetts Army National Guard Medical Command has taken throughout New England after Sept. 11, 2001. Keynote speakers included the commander of the Massachusetts Army National Guard, the assistant adjutant general and senior representatives from several government agencies responsible for preventing and responding to the use of weapons of mass destruction.

Military Funeral Honors

Military Funeral Honors conducted training and coordinated requests from funeral directors and from Fort Drum, N.Y., for funeral honors for veterans from all services and components within the Commonwealth of Massachusetts. This included funeral honors details in either full participation or through providing buglers, or honors and/or firing details.

Looking ahead to fiscal year 2005, Military Funeral Honors anticipates the requests for members to perform Military Funeral Honors will more than double, because Fort Drum is reducing their staff and requesting the National Guard and Army Reserve to pick up more missions. Military Funeral Honors will continue to coordinate and conduct "train the trainer" workshops with assistance from the Massachusetts National Guard Ceremonial Unit, in order to build a team ready and willing to provide this valuable service, paying a final tribute to our fellow veterans.

Substance Abuse Program

The Substance Abuse Section trains, administers and monitors substance abuse testing for all Massachusetts Army National Guard soldiers. Since December 2002 this pro-

gram has been under the DCSPER, which has brought all aspects of the process together, allowing for more streamlined operations.

Since the Substance Abuse Section has been assigned to the DCSPER, there has been tremendous progress in every facet of the program. In fiscal year 2004 the National Guard Bureau's goal for Massachusetts was 50 percent of the September 2003 end-strength. Massachusetts submitted 5,172 samples, or over 70 percent of end-strength. Additionally, the sample rejection rate dropped from 3.8 percent to 1.06 percent, due to a rigid quality control process. Further reduction of the rejection rate is expected with the continuation of the quality control checks at the state level.

The Massachusetts Army National Guard's continued use of an automated personnel selection system led to improving our barcoding from 75 percent to 85 percent, decreasing turn around times from the laboratory and reducing the administrative burden on the units assigned to the Massachusetts Army Guard.

The assignment of a position to assist with the administrative procedures relating to administrative separation boards, and other duties has led to a significant reduction in adjudication time and a tremendous reduction in the amount of outstanding separation packets. The continuation of this position will further reduce the administrative burden on the units of the Massachusetts National Guard.

The Substance Abuse Section's statistical database has made it possible for the section to provide commanders with the information to target drug abuse prevention training. Unit prevention leader (UPL) training classes trained more than 150 soldiers statewide. All UPL classes received training in drug abuse prevention allowing the information to be disseminated to the lowest level.

As we begin the process of turning the Substance Abuse Program into a joint Massachusetts Army and Air National Guard program, we intend to expand the prevention program and increase testing levels through both services. With more than eight UPL classes scheduled for fiscal year 2005, and other educational seminars planned for unit leaders, the section expects to provide training to more than 500 personnel in the state.

Family Program Office

The Family Program Office is a joint Massachusetts Air and Army National Guard program that facilitates ongoing communication, involvement, support, and recognition between Guard families and the Massachusetts National Guard.

The office develops and maintains family readiness groups (FRGs), supports families before, during and after deployments, and advises The Adjutant General on family quality of life issues.

During fiscal year 2004, the Family Program Office network serviced more than 750 Guard members and their families. The services focused on avenues of family readiness through deployment briefings, the establishment of FRGs, and a planned reunion process.

Additional personnel were added to the state's Family Program Office network through the execution of a joint program. Contract personnel for both the Massachusetts Army and Air National Guard were employed to elevate the quality of service to deployed families.

Family Assistance Centers (FACs) were activated regionally throughout the state. These centers were established to support deployed Guard, reserve, and active component family members. FACs operate as an information and referral center for points of contact relating to benefits and entitlements, social service issues, communication, video conferencing, and chaplain services.

Family Readiness Group charters and member participation have increased as a result of recent deployments. The groups help families meet the challenges of military life. Each FRG is a voluntary organization that determines its own goals and activities. FRGs assist members with communicating, sharing, and supporting one another—especially during periods of deployment.

FRG leadership workshops are held periodically to certify and enhance the skills of key FRG personnel as well as educate and update group leaders with current information and referrals. During fiscal year 2004, FAC coordinators hosted four leadership training sessions throughout the state. Workshop topics included FRG guidelines and goals, chain of command/chain of concern, youth programs, fund raising and telephone tree guidelines, and FAC versus FRG responsibilities. More than 30 key FRG leaders have attended this course.

The National Guard Bureau Family Readiness and Youth Symposium was held in Albuquerque, N.M. in early August, 2004. A delegation of 10 Massachusetts Family Program participants attended. Two youth delegates participated in the youth symposium representing both the Massachusetts Army and Air National Guard. The fiscal year 2005 conference will be hosted in Boston by the Massachusetts National Guard.

The Annual Tri-State National Guard Family Program Volunteer Workshop was hosted by the Rhode Island Family Program Office and held in Providence, R.I., Sept 10 through 12, 2004. Forty-five delegates attended from Massachusetts. The purpose of the weekend workshop was to provide volunteers with family readiness training and networking opportunities. The theme was "Staying Sane While Married to the Military," and the opening address was given by The Adjutant General of Rhode Island.

The 2004 Massachusetts National Guard "Outstanding Family Readiness and Support Award" was presented to Ms. Dawn Tardiff from the 102nd Fighter Wing, Otis Air National Guard Base and Ms. Willia Cooper, 110th Maintenance Company, Ayer.

The Massachusetts Youth Program continues to grow. A contract was implemented during fiscal year 2004 to support a state youth coordinator. This position will focus on standardizing a solid statewide program and assisting with the establishment of individual unit programs.

The Massachusetts National Guard Youth Club continues to grow as each member receives periodic newsletters and opportunities to network through a state e-mail address. Emphasis will remain on youth issues and concerns related to deployment. This year the state hosted an "Operation Youth Deployment Day" for children of deployed Guard members.

Natick Labs played host to the state's new Teen Leadership Program, "Gear Up." Guard teens throughout the state came together to participate in team building, leadership and networking activities. Each of these events was a tremendous success and the youth program will continue to afford all Guard youth an opportunity to participate.

Recruiting and Retention Command

The Recruiting and Retention Command mission is to recruit and retain quality soldiers to improve the strength, posture and readiness of the Massachusetts Army National Guard. The Recruiting and Retention Command headquarters is located with the Joint Force Headquarters in Milford, Mass.

During fiscal year 2004, Recruiting and Retention Command continued to achieve success with its recruit sustainment program. Initial entry training losses have continued to decrease from an overall high of 30 percent at the program's inception to a current low of 11 percent.

Recruiting and Retention Command also saw a nearly 20 percent increase in both enlisted and officer accessions over

fiscal year 2003. This was due largely to the efforts of recruiting staff and the partnership that the command created with several local organizations.

The command partnered with several major local organizations throughout the commonwealth this fiscal year to include the World Champion New England Patriots, the Boston Red Sox, the Worcester Ice Cats, and the Boston Bruins.

The partnership between the New England Patriots and the Massachusetts Army National Guard consisted of three phases:

Phase one was the draft day sponsorship. Recruiters received more than 160 tickets to invite VIPs, such as high school coaches and athletic directors, as guests. The Patriots draft-day sponsorship included an on-site equipment display with a UH-60 Blackhawk helicopter, 155 mm howitzer, TOW missile system, HMMWV and engineer vehicles.

During phase two, VIPs helped each recruiter identify 20 to 30 students to attend the Patriots' three-week training camp for a day. At the training camp, the Guard displayed seven "Power Stations," each with a military vehicle, and each representing one of the seven Army values. Recruiting and Retention Command invited all soldiers to Gillette Stadium in Foxboro to participate in the "Patriots Experience" throughout the training camp.

During phase three, any student who enlisted during the course of the Patriots partnership took the oath on the 50-yard line, at half-time, during the first game of the NFL season on Sept. 9 (Patriots vs. Colts).



The Worcester Cats are a local American Hockey League (AHL) affiliate of the National Hockey League's (NHL) St. Louis Blues. The Ice Cats have a large and loyal fan-base, located primarily in the central Massachusetts area. They average 5,000 fans per game.

The Recruiting Command created an opportunity to build brand recognition in the central Massachusetts by advertising the names and locations of the units and recruiters in the Worcester area and including local soldiers during on-ice events in between periods. On March 7, an enlistment ceremony was conducted in front of 5,000 fans on center ice by rg executive officer of Worcester's own, 1st battalion 181st Infantry.

In addition to reaching the existing Ice Cats fan-base, the Massachusetts Army National Guard was given more than 200 tickets for each of three games. Recruiters used the tickets as a tool to give something back to their schools.

In March 2004, the Boston Bruins hosted a re-enlistment ceremony on the ice at the Fleet Center before a game. The oath of office was given by the commander of the Massachusetts Army National Guard. During May 2004, the Boston Red Sox hosted a homecoming ceremony for the 1058th Transportation Company and 110th Maintenance Company at Fenway Park.

The Recruiting Command's major events increased recruiting efforts and improved morale and retention. These partnerships went deeper than conducting traditional information displays; they were about relationship building between recruiters and community leaders. They provided recruiters with a tool to reach potential enlistees, showed appreciation to unit family support groups, and provided a much-deserved incentive to our soldiers.

INTELLIGENCE

J-2

J-2 Intelligence and Security

Lt. Gen. H. Steven Blum's directive to all state headquarters to move to a joint staff, or "J-staff," structure was the catalyst for significant change in the Intelligence and Security Directorate during fiscal year 2004.

Like many other states, the directorate in Massachusetts traditionally focused on two primary areas: physical security of Massachusetts Army National Guard facilities and personnel security clearance actions. General Blum's direction to each state was that the J-2 would become a true intelligence section. As commanders' information needs expanded to cover homeland defense, war fighting in support of the Global War on Terror and peacekeeping missions worldwide, the J-2 section was challenged to expand its capabilities to meet those information needs.

The Massachusetts National Guard J-2 has taken the transformation bull by the horns. The joint directorate is also a model for Army and Air National Guard capabilities coming together as never before. Air National Guard Col. Scott "Catfish" Rice was named J-2 in 2004. Army National Guard Maj. Dan Arkins, was named deputy J-2.

Lt. Col. Francis Bourdon retired after 35 years of faithful service, most recently as the Massachusetts National Guard intelligence and security chief. All the former functions of

the former Intelligence and Security Directorate have been assumed by the J-2. Chief Warrant Officer Richard Raymond continues as the state security manager.

The J-2 has made significant progress by bringing on intelligence officers from the Massachusetts Air National Guard, who brought significant depth to the J-2 section with their military and civilian work experience in intelligence and civilian law enforcement. This experience was put to good use in 2004 during the Democratic National Convention.

The section is integrating its work with the Antiterrorism/Force Protection Section of the J-3, to ensure high situational awareness. In addition, the section is providing regular classified intelligence briefings to the Massachusetts Air and Army National Guard command group. Continued aggressive physical security inspections are providing excellent support to the force protection mission statewide.

Recently, National Guard Bureau presented the Massachusetts National Guard J-2 structure and staffing model as a recommended standard for other state J-2 sections. As it has since the first muster, the Massachusetts National Guard leads the way in intelligence transformation.



OPERATIONS AND TRAINING

J-3

J-3 Operations and Training

The J-3 advises The Adjutant General and provides staff supervision in matters relating to the organization, operations and training of Massachusetts Air and Army National Guard units. Its principal functions include:

- Mobilization preparedness and execution, including developing procedures for mobilization and deployment of Army National Guard units in support of contingency operations;
- Force management and implementation of modernization programs;
- Assessment, reporting and improvement of combat readiness within the Army National Guard;
- Planning and coordinating support to civil authorities for domestic emergencies, civil defense, environmental protection, community improvement and youth development;
- Liaison with state and local governments, law enforcement and emergency management agencies, as directed by the governor;
- Development and implementation of regulatory policies and programs governing Massachusetts Army National Guard training and operations;
- Scheduling, coordination, support and oversight of all individual and unit training activities within the Massachusetts Army National Guard;
- Developing and implementing physical security programs to safeguard state and federal property;
- Oversight of Massachusetts Army National Guard Counterdrug Operations.

The J-3 consists of the Training Division, the Force Integration Division, the Mobilization and Readiness Division, the Military Support Office and the Counterdrug Support Operations Program.

Training Division

The Training Division schedules and oversees all unit training activities within the Massachusetts Army National Guard to include the coordination of training sites, scheduling of annual training, oversight of deployment training, assistance with the State Partnership Program with Paraguay, management of training ammunition, and scheduling professional development schools. These functions are primarily handled at the wing level for Air National Guard units.

The division's Schools Branch coordinates and monitors the scheduling and attendance of all Massachusetts Army National Guard soldiers at professional development and military occupational skills qualifying courses. This has resulted in an overall increase in available trained soldiers across the Massachusetts Army National Guard, substantially improving readiness.

Annual training and training evaluations of Army National Guard units are scheduled yearly by the Training Division. Annual training is conducted primarily at two sites: Fort Drum, N.Y. and Camp Edwards, Mass. Units have also traveled to South America and Italy for annual training. The training division was instrumental in the implementation of the first Air Assault Qualifying course at Camp Edwards. As a result of this course, over 140 soldiers were awarded the coveted Air Assault wings.

Each tour of duty by a unit or individual requires drafting and publishing of a military order. The Training Division issues well over 30,000 orders per year. The total federal budget managed by the division exceeds \$50 million annually.



Force Integration Division

During fiscal year 2004, the Force Integration Division was instrumental in converting 1st Battalion, 182nd Infantry from a mechanized infantry battalion supporting the 42nd Infantry Division to a light infantry battalion supporting the 29th Infantry Division. The conversion placed all three Infantry Battalions of the 26th Infantry Brigade in Massachusetts.

Through diligent planning and coordination, the Massachusetts Army National Guard successfully closed and consolidated 17 armories and in doing so restationed 27 units with no effect on unit readiness. Furthermore, during fiscal year 2004, the Massachusetts Army National Guard received over \$350,000 in new equipment training for equipment including tactical radios, artillery fire direction computers, nuclear, biological and chemical preparedness equipment and special forces unique equipment.

Mobilization and Readiness Division

The Mobilization and Readiness Division's mission is to provide technical, logistical and administrative guidance and assistance to units who are alerted to mobilize for federal missions, and to conduct mobilization exercises and advise units regarding mobilization preparedness. The division also develops plans for and advises on changes in force structure, force readiness, force integration and future force development.

During fiscal year 2004, the Mobilization and Readiness Division continued to meet the challenges presented by the Global War on Terrorism. The Massachusetts National Guard is continuing to mobilize soldiers and airmen in support of operations Enduring Freedom, Iraqi Freedom and Noble Eagle.

During fiscal year 2004 the following units were deployed in support of Operation Iraqi Freedom: A Company, 118th Area Support Medical Battalion E Company, 126th Aviation E Company, 223rd Military Intelligence Battalion Headquarters Battery, 42nd Division Artillery E Battery, 101st Field Artillery 42nd Military Police Company, 272nd Chemical Company, 704th Quartermaster Detachment, 747th Finance Detachment, 1st Battalion 102nd Field Artillery, Security Forces 1st Battalion 102nd Field Artillery, Rear Area Operations Center, 1st Battalion, 102nd Field Artillery, 26th Personnel Services Detachment and the 212th Engineering Installation Squadron.





In addition to Operation Iraqi Freedom missions, the following mobilizations took place during the year:

- Part of E Battery, 101st Field Artillery deployed to Afghanistan
- Airmen from the 104th Fighter Wing deployed overseas in support of the Global War on Terrorism
- The 1st Battalion, 181st Infantry deployed in support of the ongoing mission at Guantanamo Bay, Cuba
- C Company, 182nd Infantry deployed to Egypt in support of the Multinational Force Observers
- The Massachusetts Medical Community Based Health Care Organization was established and deployed to Hanscom Air Force Base to provide medical support to demobilizing soldiers
- Members of the 101st Field Artillery deployed to Fort Sill
- Airmen from the 102nd Fighter Wing remained on active duty at Otis Air National Guard Base

- Members of the 104th Fighter Wing remained on active duty at Barnes Air National Guard Base

Military Support Office

The Military Support Office (MSO) provides The Adjutant General and his primary staff support in all matters concerning plans, operations, intelligence, security and military support to civil authorities.

To accomplish this mission, the Military Support Office coordinates with federal, state and local government agencies, law enforcement agencies and various other civil groups and organizations. This coordination and joint exercises prepare the Massachusetts National Guard for providing military support to these civil agencies during domestic emergencies, civil defense and community involvement missions.

The Military Support Office works with local law enforcement agencies at special events attracting thousands of people, to enhance public safety and security. This year the National Guard provided 350 soldiers along the route of the Boston Marathon, 200 soldiers for the Fourth of July Celebration on the Esplanade and 550 soldiers for the Democratic National Convention.

During fiscal year 2004, Massachusetts was one of 12 states in the nation to develop a National Guard Chemical, Biological, Radiological, Nuclear or high Explosive (CBRNE) Enhanced Response Force (CERFP). The CERFP is comprised of traditional soldiers and airmen task organized from existing National Guard units or organizations to respond to a CBRNE incident. Their mission is to assist local, state, and federal agencies in conducting con-

The following is a list of critical events and missions that the Military Support Office supported during the year:

Aviation Support	18 events
Band Support	36 events
Color Guard	36 events
Equipment Use	45 events
Use of Facilities	78 events
Fly-overs	20 events
Howitzer Salutes	16 events
Orientation Flights	13 events
Parade Support	62 events
Personnel Support	31 events
Recruiting Events	7 events
Static Displays	67 events
Transportation Missions	9 events
Tours	10 events

sequence management by providing the capabilities to conduct personnel decontamination, emergency medical services, and casualty search and extraction.

The Military Support Office routinely coordinates and provides emergency and non-emergency support services to federal, state, and local community. During fiscal year 2004, members of the National Guard supported over 400 community events as well as participated in deployment ceremonies, town celebrations, youth organizations, veteran groups, sporting events, charity sponsored activities and many others.

The 1st Civil Support Team (CST) is continuing to expand and explore new training opportunities to respond to various domestic terrorist possibilities. At the request of civil authorities, the 1st CST's mission is to deploy to an incident to: assess a known or suspected nuclear, biological, chemical or radiological event using agent identification, plume modeling, and reach-back to expert agencies and individuals; advise the incident commander on the appropriate actions to take regarding medical treatment of casualties and mitigation of the hazard; and facilitate the incident commander's requests for assistance by expediting the arrival of additional state and federal assets to help save lives, prevent human suffering, and mitigate property damage.

During fiscal year 2004, the 1st CST had an extraordinary year by any measure. The unit responded to numerous real-world missions in support of various local, state and federal agencies. Some of these real-world missions broke new ground for the CST community as various agencies realized the scope of support that a Civil Support Team can bring to a high-threat environment.



Due to a general increase in threat level during the Global War on Terrorism, the 1st CST responded this year to a notable increase in requests for support to pre-stage at various high-profile events. These events include response coverage of Boston Red Sox and New England Patriots games, as well as other large regional gatherings.

Despite the added operational pressures during the year, the 1st CST met its rigorous training exercise schedules and continued to train with local and state agencies, as well as with other CSTs.

In addition to the events and units discussed above, and though the events of September 11, 2001 happened over three years ago, the Massachusetts National Guard still has soldiers performing force protection and security missions throughout the commonwealth.

Counterdrug Support Operations Program

The Massachusetts National Guard Counterdrug Support Operations Program (CSO) is a joint program of the Massachusetts National Guard with a mission of conducting a broad range of counter drug support operations throughout the Commonwealth of Massachusetts. The CSO is divided into four functional areas: Drug Demand Reduction, Ground Operations/Intel Analysis, Counterdrug Aviation, and the Counterdrug staff.

The Drug Demand Reduction team focuses on anti-drug educational and leadership programs in support of community based organizations, educational institutions, and youth groups.

The Counterdrug Ground Operations/Intel Analysis and the Counterdrug Aviation sections conduct operations in support of law enforcement.

The fourth functional area, the Counterdrug staff, is organized to plan and coordinate operations. The counterdrug coordinator, who reports to the J-3, is responsible for management of the whole program.

During fiscal year 2004, the CSO conducted 156 missions and flew 669 hours. The support provided by the members of the program was instrumental in the seizure of over \$200 million in illegal materials as well as the education and mentoring of over 16,200 youth within the commonwealth.

Missions ranged from anti-drug education, leadership skills training, and anti-drug coalition building to complex, joint counterdrug missions, including intelligence analysis, conducted in support of law enforcement agencies.

Army Aviation and Safety

The Aviation and Safety Section is located at the Joint Force Headquarters in Milford, Mass. It's led by Lt. Col. William B. Tyminski as the traditional and Lt. Col. Paul G. Thibodeau as the full-time State Army Aviation Officer (SAAO).

The Section's mission is to provide The Adjutant General with overall supervision and responsibility for the Massachusetts aviation and safety programs. The SAAO directly supervises the State Safety Office, Army Aviation Support Facility (AASF) One, Army Aviation Support Facility Two, Detachment 12 Operational Support Airlift Command, and the UH-1 Simulated Flight Training System (SFTS). The SAAO also provides indirect supervision to, and insures regulatory, and programs compliance for, the Massachusetts Reconnaissance and Interdiction Detachment, as well as all other Massachusetts Army National Guard aviation units.

The section is authorized 84 full-time employees with 78 technician and AGR soldiers currently on hand. It has no assigned aircraft or other major equipment on its TDA.

The State Safety Office is subordinate to the SAAO. The office, headed by Maj. Joseph P. Finnegan, establishes and maintains a climate that ensures a safe training and work environment for all Massachusetts Army National Guard military and civilian employees.

The Safety Office assists safety managers in educating personnel in all aspects of the Army Safety Program, conducts Occupational Safety and Health Administration (OSHA) safety inspections, and acts as program manager for the safety and occupational health budget. The office also investigates and reports on ground accidents, reviews and identifies accident trends and makes recommendations for accident prevention and countermeasures.

During the year, the Safety Office completed OSHA inspections of 63 of 67 facilities; reviewed and approved firing range waivers for Camp Edwards; hosted HAZCOM training for selected locations; provided respirator fit testing at Camp Edwards and the AASFs; implemented seatbelt and speed-reduction programs at Camp Edwards; provided CPR training certification for more than 100 personnel; and implemented a motorcycle safety course at Camp Edwards.

Army Aviation Support Facilities One and Two, located at Otis Air National Guard Base and Barnes Air National Guard Base respectively, perform AVUM I and II, AVIM, and limited depot-level maintenance for Army National

Guard aircraft. The AASF provides training and standardization for aviators, crewmembers, mechanics, and ground support personnel. It provides aviation support to the commonwealth following domestic emergencies including floods, fires, severe storms, and at other times as directed by The Adjutant General.

AASF One supports Headquarters, A and C companies of the 3-126 General Support Aviation Battalion (GASB), E Company 126 Aviation (air traffic services), and Detachment 12 Operational Support Airlift Command (C-26). The unit is authorized a total of 49 full-time technician and AGR employees. The facility has no organic aircraft, but supports eight UH-60 Blackhawk helicopters.

The facility is currently manned at 70% overall. It has had five full-time employees support deployments to Bosnia. Temporary technicians were hired to support the facility in their absence. Repairs to the building's leaky roof were completed in June. A high frequency antenna has also been installed in the month of July.

AASF One supported a multitude of missions this fiscal year, most notably the first Air Assault Course at Camp Edwards, and received numerous accolades from the school cadre. Facility personnel with one LTH-60 conducted external load training from a naval vessel to relocate two naval historical artifacts weighing 7,000 pounds for the United States Coast Guard.

AASF Two is located at Barnes Municipal Airport in Westfield, Mass., and supports the headquarters of the 226th Division Aviation Support battalion (DASB), Detachment 1, 86th Medical Company (air ambulance), and the Reconnaissance and Aerial Interdiction Detachment (RAID).

The facility currently employs 1 active Guard and reserve officer, 26 technicians, and five active duty (special work) soldiers (RAID, three officers and two enlisted). It is co-located with the 226th DASB and its subordinate units. AASF 2 is authorized six UH-60 and three OH-58 RAID helicopters. At the end of the fiscal year, the facility had four UH-60, three UH-1, and three OH-58 RAID helicopters.

In November of 2003, AASF Two completed a move from Westover Air Reserve Base to a new hangar on Barnes Air National Guard Base. The facility was formally dedicated on Dec. 17, with attendance by Congressman Olver, The Adjutant General and other dignitaries. The new hangar incorporates the latest in building design and environmental considerations.



The Massachusetts National Guard LTH-1 Simulator Training Facility (SFTS) located at Westover ARB, provides Instrument Flight Procedural Training for Active Duty, National Guard and other government agency helicopter pilots in the Northeast region of the United States. The Simulator supports all UH-1 and OH-58 equipped units in Massachusetts, New Hampshire, Maine, Vermont, Connecticut, Rhode Island and Eastern New York.

During fiscal year 2004, the SFTS provided training and Evaluation for 74 aviators in 10 different agencies, for a total of 400 training hours. The division also maintained a 100 percent operational and available rating for 3,232 device training hours.

Detachment 12, Operational Support Airlift Command is an active duty Massachusetts Army National Guard unit whose higher headquarters is located at Ft. Belvoir, Va. It is co-located with AASF One. The unit has a total of seven warrant officer aviators and one enlisted man.

The detachment has the wartime mission of providing fixed wing transportation of personnel and cargo throughout the world. In peacetime, the unit principally operates in the continental United States with a priority of training its aviators. The unit is also used as a cost savings tool, providing military airlift to DOD personnel and cargo. It is equipped with a single C-26, 15-passenger fixed-wing airplane.

During the year, detachment 12 flew a total of 94 missions for Joint Operational Support Airlift Command (JOSAC) in the continental United States; 11 missions for Operational Support Airlift Command to Central America and the Caribbean; and 26 training missions. In total, the unit logged a total of 824 flight hours.

It is estimated that the unit saved the U.S. Government \$179,445 by performing these missions instead of purchasing transportation via commercial airline. Additionally, the detachment was awarded the JOSAC Unit of the Quarter Award for 3rd quarter, 2004.

The RAID is an five-soldier active duty (special work) Massachusetts Army National Guard counter drug unit. Its mission is performing counter drug reconnaissance and surveillance in direct support of law enforcement agencies. The unit reports to the State Army Aviation Officer and Counter Drug Coordinator.

With its specialized aircraft, the RAID has a secondary mission of search and rescue. It is equipped with three OH-58 helicopters with specialized mission equipment. The unit is a regional asset actively providing support to Massachusetts, Connecticut, and Rhode Island, New Hampshire, and New York.

LOGISTICS

J-4

The J-4 provides timely, effective, and reliable logistics and maintenance support and services to Massachusetts National Guard units.

Logistics operations for Massachusetts Air National Guard units are primarily handled at the wing level (each wing has its own logistics group). Logistics support for Massachusetts Army National Guard units is centralized under the J-4 at Joint Force Headquarters.

In October 2003, Headquarters Detachment of the 211th Military Police Battalion, the 379th Engineer Company, and the 180th Engineer Detachment returned from a year of duty in Iraq supporting Operation Iraqi Freedom (OIF). The return of these units was significant from a logistics view because the equipment reconstitution process would be completed by the Massachusetts National Guard. The reconstitution process for these units is still ongoing and is scheduled to be completed within the 360 day Army standard for National Guard units.

Recognizing the certainty of continued deployments, the Defense Movement Coordination (DMC) section planned and conducted a series of workshops for Unit Movement Officers (UMOs). These workshops used the lessons learned from recently deployed units to train UMOs in the myriad of duties they will face when their unit is ordered to deploy. A total of 65 soldiers were trained during the three separate UMO workshops.

J-4 staff personnel assisted mobilized units with their transition from traditional National Guard duty to active duty upon their reporting to the assigned mobilization station. Multiple trips were made by the J-4 staff throughout the year to Fort Dix, N.J. and Fort Drum, N.Y. to assist units as they made their final logistics preparations for deployment.

The fiscal year 2004 operations tempo (OPTEMPO) budget for the Massachusetts Army National Guard was \$10.5 million. This funding was spent on a wide range of services, equipment, programs and training events supporting units during inactive duty training, annual training, and during the home station alert phase of mobilization.



In March 2004, the newly renovated Field Maintenance Shop Three opened its doors on the grounds of the Skyline Drive complex in Worcester, Mass. This maintenance shop was formerly an Air National Guard facility and was extensively renovated and expanded to become a state of the art maintenance shop for the Army National Guard. The Massachusetts Army National Guard's Facilities Management Office is to be commended for their work in designing, planning, and overseeing the completion of this renovation project.

Facility upgrades for the maintenance shops in Framingham and Reading received design and funding approval during fiscal year 2004. Construction on these projects will begin sometime in fiscal years 2005 or 2006. The end result will be two brand new maintenance facilities that will support the maintenance needs of the Massachusetts Army National Guard well into the 21st century.

Providing security support to the Democratic National Convention held in Boston in July 2004 was a significant mission for the Massachusetts National Guard. The logistical support needed for the mission was extensive. The logistical support base was established at Camp Curtis Guild in Reading, Mass., and operated by the 51st Troop Command. Overall the mission was a success and the logistics support contributed to that success.

Despite the deployment of two maintenance units and dozens of maintenance technicians, maintenance production maintained a fast pace during fiscal year 2004. Direct support level maintenance work orders totaled 3,821 and organizational level maintenance work orders totaled 4,213. For all maintenance activities 21,946 requisitions were submitted for repair parts.

J-4 Selected Fiscal Year 2004 Highlights:

October 2003

- Colonel Raymond M. Murphy named the first J-4 for the Massachusetts National Guard
- Headquarters Detachment of the 211th MP Battalion, the 379th Engineer Co., and 180th Engineer Det. return from Iraq and begin equipment reconstitution in Massachusetts November 2003
- Logistical preparations begin for A Co. 118th Med. Battalion and E Co. 126th ATS deployments February 2004
- Fiscal year 2005 brigade-level command yearly training briefs are conducted and logistics support requirements are identified March 2004
- Newly renovated FMS #3 in Worcester (Skyline Drive) opens for business
- J-4 receives word that 1058th Transportation Company equipment will remain in Iraq when the unit returns

April 2004

- Headquarters Detachment of the 726th Maintenance Battalion, 110th Maintenance Co. and 1058th Trans. Co. return from Iraq.
- Home station reconstitution begins for 110th Maintenance Co.

June 2004

- Design and funding approval for new maintenance facilities in Reading and Framingham July 2004
- J-4 & 51st Troop Command provide logistical support package for units/soldiers performing DNC security mission September 2004
- J-4 hosts Region One EAGLE committee meeting in Mansfield

PLANS AND POLICY

J-5/7

J-5/7 Plans and Policy

The J-5/7 is charged with providing assistance to The Adjutant General by coordinating the creation of long-term strategic plans on current and future military strategy, and by managing the State Partnership Program.

The Massachusetts National Guard is responsible for providing the governor with the full spectrum of capabilities in the event of an emergency while simultaneously remaining a full partner with the Department of the Defense in support of Global War on Terrorism (GWOT) and other federal missions. The continued mobilization of Massachusetts Guard units will impact the Guard's ability to provide the governor the capability necessary to satisfy emergency situations, however.

In order to mitigate the impact to the state's capabilities, the Massachusetts National Guard J-5/7 has been developing a Joint Combined State Strategic Plan (JCSSP) during fiscal year 2004. In Coordination with the National Guard Bureau and the Commonwealth of Massachusetts, the Massachusetts National Guard will continue to develop this plan and identify the necessary capabilities that the governor requires to respond to domestic emergencies. The plan will consider both current and future force capabilities.

The desired end state is to have a force-structure in place that can support Department of Defense operations and still provide the governor with the assets needed to respond to domestic emergencies at home.

The J-5/7 also manages the State Partnership Program with Paraguay. The purpose of the program is an exchange of knowledge and personnel. Though the program begins with military coordination, the intent is that these contacts will grow to include civil-military cooperation and, eventually, civil-to-civil cooperation between the Paraguayan government and the Commonwealth of Massachusetts.

This program is particularly important for Paraguay because it is a very young democracy. Paraguay endured a 35-year military dictatorship before Alfredo Stroessner was overthrown in 1989, and though regular presidential elections have been held since then, there isn't yet much experience in democratic government at the local level.

During fiscal year 2004, as part of the State Partnership Program, Maj. Gen. Jose Kanazawa-Gamarra, the commander of the Paraguayan armed forces, and Brig. Gen. Luis Alberto Faria Portillo, the commander of the

Paraguayan Air Force visited Massachusetts in November. To introduce the visitors to both civil and military aspects of Massachusetts, the Massachusetts National Guard took the visitors on a two-day whirlwind tour of a variety of sites in the commonwealth, including the Lexington and Concord battle sites, the Massachusetts Military Reservation on Cape Cod, the State House, and the Massachusetts Emergency Management Agency.

The initial visit was followed by the Massachusetts National Guard sending specialized teams to Paraguay for the week of March 22 to meet with their Paraguayan counterparts and discuss specific ways to work together. Teams representing eight specialties from both the Mass. Air and Army National Guard traveled to Paraguay: legislative affairs, medical, fire fighting, education, media relations, security, aviation maintenance, and communication.

During the year the Massachusetts National Guard and Paraguayan military also exchanged units. Massachusetts engineers trained in Paraguay and Paraguayan soldiers trained on the Massachusetts Military Reservation.

The partnership continues to move forward and additional exchanges are planned for fiscal year 2005. Looking ahead, the Massachusetts National Guard needs to determine where it can make a long-term impact; to help the Paraguayans help themselves for the long term.

The desired end-state is that the program will help the young Paraguayan democracy continue to develop into a dynamic, stable trading partner with a military that is comfortable in its role as a servant of the people; a country where the citizens are involved in their government at the local and national level, and where terrorists are unwelcome.



COMMAND, CONTROL AND COMMUNICATIONS

J-6 Command, Control and Communications Systems

The J-6 is responsible for the planning and administration of all Army information management systems (AIS) within the Massachusetts Army National Guard. The Massachusetts Air National Guard units are currently operating on a different network.

Additionally, the J-6 is responsible for the other command, control and communications systems necessary for managing joint operations within the Commonwealth of Massachusetts. These include secure and unsecure satellite, radio and telephone communications systems.

The J-6 is divided into five main functions: IT Operations, Customer Service, Networking, Telecommunications, and Administrative Services. All branches are headquartered at the Joint Force Headquarters in Milford, Mass.

Administrative Services

Information Services added nine additional Ecopy Scanners to the existing copy/FAX machines located in various locations throughout the state. The Ecopy Scanner option gives the soldier the ability to scan a document and email directly from the copy station. This improves distribution capabilities and decreases the time it takes to disseminate information.

Reproduction requests were met with 100 percent efficiency. A little over 95 percent of all requests were turned around the same day while the rest were scheduled and delivered on time. Units with large copy requests have been encouraged to send them to Milford. This reduces wear and tear on the local copy machines at the unit and in many cases can reduce turn-around time due to the Milford copy machine's high-speed capabilities.

Publications is now offering the ability to provide a plastic comb binding with card stock covers, both front and back, for publications. The section has also devised a method of shrinking standard letter-size SOPs down to hip-pocket size for ease of portability and a savings on paper.

Telecommunications

With the addition of three new ISDN lines in the Secure



Videoteleconference (VTC) room, Joint Force Headquarters Massachusetts was able to conduct secure VTCs throughout the country. The new VTC system, by Polycom, is able to perform in both secure and non-secure modes, with the ability to deliver live audio and video, and a PowerPoint presentation as well.

The J-6 also upgraded the communication circuits to all of the armories. The old lines at company-level units, which were limited to a 56 KBPS connection, now have the capability of reaching communications speeds as high as 384 KBPS. Battalion and brigade-level units now have speeds up T-1 (1.44 MPS), which is more than a six-fold increase in speed and capacity. This will make the soldier more efficient and should increase both productivity and morale.

Visual Information

The Visual Information Department was instrumental in upgrading the audio/video capabilities within the Joint Operations Center (JOC) in Milford, Mass. Three 42-inch LCD screens were installed at the head of the room to independently display current data directly from an Internet site of choice or a live television/cable broadcast for information and breaking news.

For strictly watching television/cable broadcasts, four smaller 20-inch LCD screens were installed. Each screen has the ability to broadcast its audio program wirelessly to any FM receiver within a 30-meter radius. This allows viewers to tune into any screen with a simple FM radio

headset and adjust the volume without disturbing others who may be working.

Additionally, five 23-inch wide screen LCDs were placed within each major section attached to a computer workstation. These screens allow the viewer to essentially get an "over the shoulder" view of the J-1 through J-4 and battle captain's screens without actually looking over their shoulder.

The Massachusetts National Guard Web site received a facelift this year. The aging purple monster has been put to rest and a more modern and up to date look was created. Minor upgrades will continue, with a major overhaul expected in fiscal year 2005.

Within the Visual Information Department, a maintenance database was created to keep track of the many pieces of audio/visual equipment employed throughout the state. Most people don't remember when a lamp was changed in their overhead LCD projector, but now it will simply be a matter of checking the database to see when the lamp was changed, or if the unit has been repaired.

Wide-area Network and IT Operations and Customer Service

Fiscal year 2004 saw the migration of every Windows NT 4 and Windows 2000 workstation to Windows XP. There were over 1,100 computers with an outdated Microsoft operating system.

The migration provided a standardized operating system and standardized set of applications for all computer users. In addition, over 500 individuals across the state received a new computer because their old one was below the minimum standard to run the new operating system.

The next practical application of technology was the introduction of Citrix. This application allows users to make a remote connection from anywhere in the world. All that is required is Internet access.

Citrix allows the use of most applications one would find when in the office, but through the Internet. This makes the soldier more efficient by making the necessary applications more available. It also allows for easier system maintenance and management to be conducted through the Internet by the J-6 staff, who

no longer have to travel to each and every location where there's a computer problem.

Another major project was the introduction of the Veteran's Records Retrieval System. This involved the creation of a database of scanned documents for veterans of several commonwealth entities, including departments and agencies of the State of Massachusetts. Now veteran administrators have the ability to go to the Web for information on over one million records, instead of searching through paper records in file cabinets.

The J-6 was also tasked with modernizing the Joint Force Headquarters' Joint Operations Center. In response, the J-6 installed new automation equipment in the JOC in Milford, Mass. This was essential during the Democratic National Convention because of the many soldiers and airmen providing support for the convention. The new equipment served many areas from the J-1 to the PAO.



RESOURCE MANAGEMENT AND THE USPFO

J-8

J-8 Resource Management and The United States Property and Fiscal Officer

The J-8 has overall responsibility for resource management in support of the Massachusetts National Guard and The Adjutant General of Massachusetts. Most Air National Guard finances are handled at the wing level, though they are tracked by the J-8. Army National Guard property and funds are managed at the Joint Force Headquarters under the authority of the United States Property and Fiscal Officer (USPFO).

Fiscal year 2004 featured continued support for the Global War on Terrorism (GWOT) by the Massachusetts National Guard, which mobilized over 2,400 soldiers and airmen,

approximately 900 of which served overseas in support of Operation Enduring Freedom, Operation Iraqi Freedom and other missions.

At home, the Massachusetts Army National Guard supported civilian agencies throughout the state, supplementing security at the Plymouth Nuclear Plant and protecting public safety at events including the Boston Marathon and the 4th of July celebration at Boston's Esplanade. Nearly 800 soldiers and airmen supplemented security for the Democratic National Convention held in Boston at the end of the fiscal year.

During fiscal year 2004, the Massachusetts National Guard managed a total of \$275 million in federal budgetary resources. We continued to support mobilizing troops for



the GWOT. The appropriated funds received were adequate to meet training requirements but not mission readiness. In response to this challenge, the J-8 continued to reprogram funds to satisfy recruiting, information technology and operations demands.

Current funding levels and the high operations tempo will not be able to coexist over the long term, however. Additional funding will be required to replace equipment worn by deployments and pay for supplemental personnel. It is estimated that the Massachusetts National Guard will require an additional \$130 million in funds and equipment annually over the next three years to acquire new vehicles, weapons, communications and other support items.

The USPFO is an active duty officer assigned to the National Guard Bureau who performs duty at the Massachusetts Joint Force Headquarters. The USPFO is the primary focal point for federal funds and property allotted to the Massachusetts Army National Guard.

Five subordinate sections report to the USPFO: the Comptroller's Office, Purchasing and Contracting, Supply and Services, Data Processing Installation, and Internal Review.

The Comptroller's Office

The Comptroller's Office provides the following services to the Massachusetts Army National Guard: military pay services to traditional and Active Guard Reserve soldiers; civilian pay services to federal civilian employees; voucher exam services for commercial accounts and individual travel vouchers that support operations; military pay services to mobilizing individuals and units; and fiscal accounting services.

During fiscal year 2004, the comptroller conducted travel voucher review training, unit-level military pay training and received three new positions for mobilization pay support from National Guard Bureau.

Purchasing and Contracting

Purchasing and Contracting provides simplified purchasing and formal contracting support for all elements of the Army and Air National Guard. The office facilitates the local acquisition of materials, equipment, services and construction items which are not readily available through the established Government supply support system.

Supply and Services

Supply and Services provides supplies and services within the Massachusetts Army National Guard. This includes managing and maintaining the Army Retail Supply System and Standard Property Book System databases to include the receipt, storage and distribution of supplies and equipment. The office also provides responsive passenger and commercial transportation, travel and traffic management services for the USPFO, and the military and civilian workforce.

During fiscal year 2004, Supply and Services processed over \$73 million in major end items (1,200 pieces) in 12 months. The equipment was received, reported excess, and issued, shipped, or disposed of.

Massachusetts was a test state for the new State Transfer of Property System (S-TOPS) during the year. Also in 2004, Supply and Services supported 19 unit deployments and rated in the top 10 nationally for velocity management (the time it takes to process repair parts requisitions).

Data Processing Installation

Data Processing Installation maintains databases in support of federal requirements and provides database management for the USPFO, and military and civilian personnel systems.

Internal Review

Internal Review provides a full spectrum of professional and timely internal review services.

During fiscal year 2004, Internal Review earned the Ernest J. Gregory Award of Excellence in Auditing from the Department of the Army, received the Chief of National Guard Bureau Internal Review Gold Star Award, attained the highest score in all areas evaluated by the Army Installation Status Report, and earned 91 out of 100 points during the National Guard Bureau Internal Review Quality Assurance Review.

Other Directorites

OTHER DIRECTORITES

Chaplain



The seven chaplains, eight chaplain assistants and two chaplain candidates of the Massachusetts Air and Army National Guard provide ministry for soldiers, airmen and their families.

These chaplains and assistants are present during mobilization briefings to provide “coping with separation” assistance. They provide support to families of mobilized service men and women and during reunion times. Chaplains assist in providing casualty notifications. They minister to families of Guard members who are killed or wounded in the line of duty.

The State Chaplain met with the Archbishop of Boston to request assistance in recruiting priests to serve as chaplains and hosted a luncheon for Protestant seminary students to encourage them to consider ministry through the military.

Chaplains are always “on call” to provide spiritual support to any member of the National Guard and their families.

Construction and Facilities Management Office

During fiscal year 2004, the Construction and Facilities Management Office obligated \$8 million in funds for 60 renovation, modernization and minor construction projects across the commonwealth.

These small-scale projects (under \$750,000) served to extend the life-cycle of our existing facilities or strengthen our ability to train units, maintain equipment, and improve the morale of the Guard’s most valuable asset: our soldiers. In addition, another \$1.3 million was obligated toward the demolition and hazardous material abatement of buildings at Camp Edwards. This effort will serve to remove dangerous and unsightly buildings from the cantonment area, present opportunities for new facilities, and reduce emergency maintenance and repair of dilapidated, unsound structures.

Two major projects were contracted during the fiscal year. The demolition and reconstruction of Field Maintenance Shop Seven, contracted for \$7.1 million to Colantonio Construction, began during the fall of 2004. Also, the Camp Edwards Fire Station, contracted to Cutler Construction, is one of the first design-build projects done by the Massachusetts National Guard. This \$2.4 million project is expected to break ground in the spring of 2005.

Complete studies were approved for the new 14-bay Field Maintenance Shop in Camp Curtis Guild, the Explosive Ordnance Demolition Readiness Center at Camp Edwards, and the Fire Fighting Readiness Center at Barnes Air National Guard Base. These projects are all slated to be contracted during the winter of fiscal year 2006.

On the horizon, several large military construction projects were added: In fiscal year 2008, \$25 million for the renovation of the JFHQ in Milford, \$8.9 million for a new Readiness Center in Milford and \$14.5 million for a new Readiness Center in Methuen. Additionally, \$22.3 million was approved for the construction of a new Unit Training Equipment Site in fiscal year 2010, and \$18.9 million was approved for phase I of the Regional Training Institute improvements for fiscal year 2011.

Inspector General



The Inspector General (IG) Office – "Your IG" – serves as an extension of the eyes and ears of The Adjutant General. The four major functions of the IG are: Assistance; Inspections; Inquiries and Investigations; and

Teaching and Training.

The Inspector General is an impartial fact finder for the Adjutant General, providing a continuous assessment of the efficiency, discipline, morale, esprit de corps, and readiness of units in the Massachusetts National Guard. Contacting the Massachusetts National Guard Inspector General Office is a right of all airmen, soldiers, civilians, and members of the Massachusetts Guard Team.

Tasked in support of the State Guard, the IG shop is an eight person unit organized to maximize the high level of talent and experience resident in its team members. Directed by a Colonel (O-6), the IG section is comprised of an investigation team (1 x O-6, 1 x E-9), an assistance team (1 x O-6, 1 x E-9, 1 x E-8, 1 x GS-7), and an inspection team (1 x O-5, 2 x O-4, 1 x E-6).

For the last three years the Inspector General of the Massachusetts National Guard has also served as the

Regional Chair for the Inspectors General of the Northeast Region, a 12-state area. In December 2004, in order to provide a fresh perspective to the position, Colonel Samborowski abdicated this position to the Inspector General of New York.

2004 was a busy year for the IG Office; the section processed over 200 requests for assistance from the soldiers and airmen of the Massachusetts National Guard. These requests involved resolution of issues concerning, promotions, pay, deployment problems, medical concerns, retirement points and domestic situations. Additionally, the Inspection Team visited eight units in the state, examining soldier readiness issues for The Adjutant General.

The goals and objectives for 2005 include: expansion of the Inspection Program to incorporate unit reviews, as specified by the commanders; increased field contact by the Inspector General to all armories in the state; a 25% reduction of case processing time for all assistance cases; and an increased involvement of the IG Office in teaching and training.

In all aspects of the performance of 2005 duties, the airmen and soldiers will remain as the number one mission priority, as the office seeks to uphold its motto – "Your IG – here to help!"

Selective Service

The mission of the Selective Service System is building further public trust and value for registration and sustaining a registration base in peacetime.

To accomplish our mission the Selective Service System is ready to:

- Furnish personnel to the Department of Defense for military service in the event of a national emergency declared by Congress or the President.
- Provide a program of alternative service for those from the manpower pool who seek and are granted conscientious objector status.
- Maintain a program to conscript health care personnel when directed.

The Massachusetts detachment's mission is to recruit, initially train, and annually conduct continuation training for civilian board members who, in the event of a draft, would handle and make a determination on any requests from

individuals being drafted, requesting reclassification due to hardship, or other reasons, to avoid or delay induction into the military.

The board members would evaluate a claim and make a determination to either reclassify or not to reclassify an individual based on proof of the claim.

In the event of a draft, the officers in the section would be activated and establish area offices within the commonwealth and start hiring and training civilians as their replacements, re-training the board members to insure they know their duties and responsibilities, and initially getting inductees to the processing stations, hearing claims until the boards are functioning. The officers would also continue to recruit and train board members for those boards who are not at 100 percent manning.

Looking to the future, our goal this year is to maintain and improve our already impressive 95 percent-plus board member status and training. One the best in the Northeast.

Staff Judge Advocate



The Massachusetts National Guard Judge Advocate General (JAG) structure consists of officer and enlisted personnel assigned at the JFHQ, Camp Edwards and 26th Brigade.

During fiscal year 2004, the JAG office was heavily invested in the mobilization and deployment of troops for the Global War on Terrorism. Services were provided to eight units deploying to Operation Iraqi Freedom, one unit deploying to the Sinai on a peacekeeping mission, and the Community Based Health Care organization, which was set up to monitor those injured personnel from various active duty missions. In addition, legal services were provided to individuals who were mobilizing for other missions.

As required by regulations, legal assistance was provided on a daily basis to family members of deployed soldiers in a number of wide ranging areas. Legal assistance was also provided to service members and families of sister military services.

The office was an active participant in the demobilization of units from Operation Iraqi Freedom, as well as from the Enduring Freedom Guantanamo Bay mission. We continue

to assist soldiers with issues that arose during these deployments.

The JAG office receives numerous inquiries from state and municipal agencies as well as from private businesses relative to rights of deployed service members and the obligations of employers in this regard. Additionally, the office continued its extensive involvement with both federal and state authorities regarding the Massachusetts Military Reservation.

During the Democratic National Convention, members of the JAG office provided 24-hour staffing to the Joint Operations Center and forward-deployed legal support to Task Force MP as part of a multi-agency (civilian and military) joint operation under the command of Brig. Gen. Gary A. Pappas. As the Joint Task Force commander, Gen. Pappas acted as a dual-hatted Title 10 and Title 32 commander, only the second time in the nation's history someone acted in this capacity.

Ongoing JAG activities include: command guidance, legal support on personnel issues (both civilian and military), resolution of tort claims, congressional inquiries, review of legislation (both state and federal) and continued litigation support to the U.S. Attorney and State Attorney General.



Office of Environmental Affairs

The Massachusetts Army National Guard is a trained, professional force ready to accomplish its missions with citizen-soldiers committed to preserving the timeless traditions and values of service to our nation and communities.

While demonstrating sound environmental stewardship, our mission is to maintain properly trained, equipped, and disciplined forces for domestic emergencies, or for prompt mobilization for war.

Since 1636, the MAARNG has been a community-based organization, that has had to adapt and overcome the many changes it has encountered over the past 369 years.

Because of this rich history, the Massachusetts National Guard embraced Executive Order 13148. Massachusetts is the first state Army National Guard to implement an Environmental Management System (EMS) as required under Executive Order 13148. All federal agencies are currently in the process of complying with the requirements of Executive Order 13148, "Greening the Government."

The Department of the Army has determined that it will conform to the EMS standards established by the International Organization for Standardization, more commonly known as "ISO 14001." The Massachusetts Army National Guard looks at the EMS as a multi-disciplinary tool used to enhance the readiness of its soldiers through constantly monitoring environmental compliance, and prevention of pollutions in all cross-functional areas, while minimizing liability and maximizing efficiencies. EMS provides the organization with the ability to monitor all ongoing activities and with a framework for establishing and reviewing quality, safety, and environmental objectives and targets, while always enhancing training and mission accomplishment.

The Massachusetts Army National Guard has met all six metrics that were developed by the Department of the Army and the National Guard Bureau in order to track the progress of each state's EMS implementation, as required under Executive Order 13148. Massachusetts has implemented an EMS well ahead of schedule, due to the exceptional support this initiative has received from The Adjutant General down through all commands and to the individual soldier. The EMS is instrumental in meeting a main objective of the Massachusetts Guard, enhancing military readiness while safeguarding the environment.

The Massachusetts Army National Guard has nearly 6,300 soldiers and hundreds of full-time civilians working in more than 80 facilities across Massachusetts. The facilities consist of over two million square feet of real property, and approximately 16,000 acres of training land.

After more than a year of hard work, the Massachusetts Army National Guard launched its EMS in January 2004 at an Environmental Quality Control Council (EQCC) Meeting. The EQCC membership consists of the senior leadership and top-level managers. At this meeting, the members of the EQCC, with over a year of input from their respective staffs, selected the following two objectives and targets for the first year of the EMS implementation:

FIRST OBJECTIVE:

Reduce hazardous waste generated from solvent-based parts washers.

TARGET:

Reduce by 25 percent by end of calendar year 2004.

PROGRAM: (The How)

Through the purchase of aqueous-based parts washers for all facility maintenance shops, army aviation support facilities, consolidated support maintenance shops, and unit training equipment sites within Massachusetts.

Baseline: Calendar year 2003 total solvent hazardous waste generated (lbs):

3,191 lbs

End Point: Calendar year 2004 total solvent hazardous waste generated (lbs):

1,154 lbs

Total percent Reduced from calendar year 2003 to calendar year 2004 = 64percent Reduction

SECOND OBJECTIVE:

Reduce generation of JP-8 hazardous waste

TARGET:

Reduce by 25 percent by end of calendar year 2004

PROGRAM:

Through purchasing JP-8 recyclers for all facility maintenance shops, army aviation support facilities, consolidated support maintenance shops, and unit training equipment shops within Massachusetts.

Baseline: Calendar year 2003 total JP-8 hazardous waste generated (lbs):

25,728 lbs

End Point: Calendar year 2004 total JP-8 hazardous waste generated and recycled (lbs):

16,378 lbs

Total percent reduced from 2003 to calendar year 2004: 36 percent reduction

The benefits gained from achieving these objectives and targets go far beyond environmental compliance and prevention of pollution. Take the first objective; reducing waste solvent generation through purchasing aqueous-based

parts washers. The benefits of the objective include a healthier and safer work environment, decreased man hours on cleaning parts and increased man hours in maintaining military equipment. Because these soldiers were involved in the process of acquiring these systems motivation is also increased.

The benefits of reducing our JP-8 waste generation, by purchasing and using JP-8 recyclers, are equally as impressive. Not only is the Massachusetts Guard saving money on hazardous waste disposal costs and increasing recycling, the organization is also saving money by not having to purchase new JP-8. JP-8 is the primary fuel for Army vehicles, aircraft and generators.

The Massachusetts National Guard benefited greatly in its endeavor of implementing an EMS and meeting the goals the first year of objectives and targets. The purchase of aqueous-based parts washers alone will substantially reduce the amount of solvents purchased and used statewide. This will save the agency an estimated \$15,000 per year, has a return on investment of approximately five years, and significantly decreases the amount of man hours previously expended on cleaning parts. However, the most important benefit is a healthier and safer environment provided for our soldiers.

Public Affairs Office

The mission of the Joint Force Headquarters Public Affairs Office (PAO) is to provide timely and accurate information to the public and our members in order to enhance the positive image and visibility of the Massachusetts National Guard.

To that end, it is our goal to forge strong links between the Massachusetts National Guard, the media and the community.

The National Guard has always been a community-based organization. Our soldiers are also your friends, neighbors, sons and daughters. Since its birth on December 13, 1636, the Massachusetts National Guard has defended the commonwealth from a wide variety of threats, including natural disasters, war and terrorism.

As much as the community needs us, however, we need our community. Without the community's support, the National Guard cannot exist. Employers must allow the soldiers time to train. Families must support the soldiers during long and difficult deployments. Most importantly, our members come from the community; without them, we can accomplish nothing.

The PAO provides direct public affairs support to Massachusetts Army and Air National Guard units without other full-time public affairs assets. The PAO provides general support to other public affairs operations in the Massachusetts National Guard, and advises The Adjutant General.

The PAO performs three major functions: command information, media facilitation and community relations. It accomplishes these by publishing articles internally and externally, responding to inquiries, and communicating with community leaders.

During fiscal year 2004, the PAO:

- Produced this annual report, four "Minuteman Quarterly" magazines with a circulation of approximately 19,000 and six bi-monthly "Minuteman Update" electronic newsletters
- Increased the quality of the "Minuteman Quarterly"
- Produced two audio public service announcements and an annual video
- Supported the mobilization of nearly 2,500 Massachusetts National Guard members, preparing 119 news releases and responding to 349 media inquiries
- Provided public affairs support to the joint task force commander and the joint information center during the Democratic National Convention, coordinating with 25 other state and federal agencies
- Advised the command group, providing public affairs guidance on critical issues including the Democratic National Convention, recruiting and retention, and domestic emergency response



MMR MASSACHUSETTS MILITARY RESERVATION

The Massachusetts Military Reservation (MMR) is critical to the Massachusetts National Guard, and to the health and safety of the people of Massachusetts. There is no other post in New England that offers the unique combination of training areas and facilities.

National Guard units from Massachusetts and across New England need the MMR to conduct the high quality training that has allowed us to successfully respond to emergencies at home and abroad. It is partly because of the training conducted on the MMR that our Mass. Guard members are among the best soldiers and airmen to be found anywhere in the world. It is truly, a center of excellence.



Without the MMR, many of our soldiers and airmen would be forced to drive over 300 miles, or up to 6 hours, one way to Fort Drum, N.Y., to find similar training assets. That would be one day of roundtrip travel over the course of a typical drill weekend that these troops could not train.

The price for this trade-off is too high when you consider the high-risk jobs our members perform in places like Afghanistan, Bosnia, Cuba, Iraq and Kuwait. For this reason, the Massachusetts National Guard is still fully committed to the MMR, and to the Master Plan that we worked with the community to create.

The modernization of facilities envisioned in the Master Plan will be our bridge to the future of the Massachusetts National Guard, ensuring we will continue to have highly-trained soldiers and airmen ready on a moments notice to protect the people of the commonwealth, and of this nation, as we have for 369 years.

The Massachusetts Military Reservation is a joint facility consisting of Camp Edwards Army National Guard Training Center, Otis Air National Guard Base, the U.S. Coast Guard Cape Cod Air Station, and the Cape Cod Air Force Station. It is used by Air and Army National Guard units from across New England; state and local first response agencies; the U.S. Air Force, Coast Guard and Department of Agriculture; the Massachusetts Maritime Academy; the Federal Aviation Administration; and the Bourne School System.

The Environmental and Readiness Center

The Environmental & Readiness Center's mission is to provide for military training while simultaneously protecting the environment on the MMR. The Environmental & Readiness Center (E&RC) oversees many different programs, staffed by committed and experienced professionals. It functions as the public's link for information about the MMR and its environmental programs.

The E&RC employs 20 professionals working in the areas of natural resource management, environmental compliance, cultural resources, community outreach, hazardous waste handling and reduction, and planning. The E&RC's goals are to inform, educate and involve all MMR and Upper Cape community members - including neighboring towns and their leaders, as well as military units - about issues regarding the environment and training at Camp Edwards.

Fiscal Year 2004 Environmental Activities:

- To prevent future uncontrolled fires, the Natural Resource Office burned about 672 acres on Camp Edwards, in accordance with the five-year prescribed burn permit
- Successful deer and turkey hunts were held through out fiscal year 2004: approximately 107 hunters took 11 wild turkeys and 129 deer were taken by 1,291 hunters
- The E&RC updated and reissued the MMR Groundwater Protection Policy. The purpose of the policy is to protect the future and existing water supplies on the MMR. The latest edition identifies the 400-foot Zone I areas for the

- three water supply wells of the Upper Cape Regional Water Supply Cooperative
- The Impact Area Groundwater Study Program (GWP) continues to investigate the total extent of groundwater and/or soil contamination due to explosive residues from demolition, disposal, defense contractor and military training activities
 - GWP installed a remedial system to treat groundwater that was contaminated by activities conducted at Demolition Area One and removed and treated contaminated soil, believed to be related to groundwater contamination, from Demolition Area On, Demolition Area Two, the J-2 and J-3 ranges, Gun Position Six, and two former targets in the central impact area
 - GWP continues to investigate the source, nature and extent of perchlorate detected in groundwater beyond the MMR boundary
 - A feasibility study, which examined MMR as a location for the first regional center for homeland defense/security training, was completed. The study results found that a homeland defense/security center is needed in New England; the MMR is the best location to effectively leverage key assets and resources; and that the National Guard is the right organization to lead efforts to prepare for homeland protection

Camp Edwards Army National Guard Training Center

The mission of Camp Edwards, as an Army National Guard Training Center, is to provide the full spectrum of support for live, virtual and constructive training of using organizations, and to be prepared to conduct sustained operations in support of federal or state emergencies if necessary. Camp Edwards is a viable and important training facility that has trained more than 5,000 National Guard soldiers mobilized and deployed since September 11, 2001. Camp Edwards is, and will remain, committed to be the best envi-

Fiscal Year 2004 Training at Camp Edwards

Rappel Tower	1,571 soldiers trained
Obstacle Course	1,260 soldiers trained
MILES	222 soldiers trained
Howitzer Crew Trainer	208 soldiers trained
Guard Fist IIA	468 soldiers trained
Leadership Reaction Course	187 soldiers trained
Engagement Skills Trainer	1,707 soldiers trained
FDCSS	63 soldiers trained
JANUS	2,716 soldiers trained
Army Physical Fitness Test	1,194 soldiers trained
1100 Area	136 soldiers trained
3500 Area	20 soldiers trained
.50 Cal Kits	20 soldiers trained

ronmental steward possible and to work with the community to provide a safe and environmentally sound training location that will prepare our soldiers for the future.

Camp Edwards is now home to two schools designed to prepare America's 21st Century warriors for the modern battlefield: the Air Assault Course and the Infantry Light Leader Course. The Air Assault Course is sponsored jointly by Camp Edwards; the Regional Training Institute and the 26th Infantry Brigade. It teaches air assault skills, techniques, and procedures.

The Infantry Light Leader course is conducted by the 26th Infantry Brigade, and is validated by the U.S. Army Infantry School at Fort Benning, Ga. The school is designed to give officers and NCOs the skills they need to successfully plan and execute light infantry operations at the platoon level.

Many safety programs and initiatives were implemented at Camp Edwards by the Joint Force Headquarters' Safety Office, in accordance with Secretary of Defense, Donald H. Rumsfeld's challenge to the military cut 50 percent of all accidents in the military by 2005.

Camp Edwards was also selected as one of three sites in the country to host for the first regional "train the trainer" session of the Automated Exercise and Assessment System (AEAS). The system is essentially an electronic tabletop exercise mixed with a video game. It was designed by the Guard to train soldiers, local emergency personnel and other town to handle incidents involving weapons of mass destruction.

Fiscal Year 2004 Activities:

- October 2003
- The funeral for Sgt. 1st Class Robert E. Rooney was held in Plymouth, Mass. Rooney was killed at Shuabai Port, Kuwait after being struck by a forklift while his unit packed for home. He was deployed as member of the 379th Engineer Company and was a full-time technician with UTES at Camp Edwards
 - A controlled burn was conducted on Camp Edwards. It is a destroy-to-restore concept, getting rid of the brush and trees that could spark into an inferno
- November 2003
- Chief Warrant Officer Richard Lothrop of UTES and about 20 soldiers from the 180th Engineer Company and the 211th Military Police Battalion disembarked over 30 military vehicles returning from the Middle East from railcars that arrived at Camp Edwards

January 2004

- The Adjutant General, soldiers and their families held a farewell ceremony for 35 soldiers of the Massachusetts National Guard's E Company, 126th Aviation Battalion, which based at Camp Edwards
- Soldiers of the 180th Engineer Detachment and family members received a hearty welcome and thank you during a ceremony at Camp Edwards

June 2004

- Major Charles Perrenick, Safety Officer at Camp Edwards, documented and set up speed limit grids. Facilities Engineering erected speed limit signs based on this grid on many of Camp Edwards' roads

- U.S. Rep. William Delahunt, was on hand at Camp Edwards to show support for the new regional homeland defense and homeland security training center.
- Army contractors found what they believe to be a 20 mm depleted uranium round in the demolition area of Camp Edwards

July 2004

- Army environmental officials were at Camp Edwards to plan the first tests to determine what the Army's "green" bullets do in Cape Cod soil
- The Adjutant General sends off six soldiers of 3rd Battalion 126th Aviation who were mobilized in support of the Global War on Terrorism



Museum and Archives

MILITARY MUSEUM AND ARCHIVES

Massachusetts National Guard Military Museum & Archives

The Adjutant General, in his capacity as Commissioner of War Records, is statutorily responsible for the collection and preservation of records and artifacts dealing with the history of the Massachusetts National Guard. He is also charged with maintaining the military service records of Massachusetts residents.

The Historical Services Office consists of the Museum-Archives Branch in Worcester, which operates the Massachusetts National Guard Military Museum and Archives in Worcester, and the Military Records Branch in Milford.

The Museum collects, preserves and displays the material culture, history and archives of the Massachusetts National Guard.

The Massachusetts National Guard dates back to 1636, when three permanent militia regiments were organized; these units, now the 101st Field Artillery Regiment, 101st Engineer Battalion and the 181st and 182nd Infantry Regiments, still serve today, are the oldest units in the U.S. Army, and are among the oldest units in the world.

Exhibits depict the long and illustrious history of the Massachusetts Militia/National Guard from the 17th Century to the 21st. The Museum also maintains military service records of Massachusetts soldiers, sailors and marines from 1775 to 1920.

The Military Records Branch maintains military service records of Massachusetts servicemen from 1940 to the present. Most of these records are online and are available to the 351 town and city Veterans Service Officers, as a service to veterans.

Massachusetts is the only state in the nation that can provide copies of wartime military service of its citizens, from a single state agency, from 1775 to the present.



MANG

MASSACHUSETTS AIR NATIONAL GUARD

102nd Fighter Wing



The 102nd Fighter Wing's federal mission is to provide a ready, fully capable fighter force prepared to deploy to wherever needed. The wing is equipped with fifteen F-15 Eagle fighter aircraft. Aircraft and crews are on 24-hour, 365-day alert to guard our skies. Their specific mission is to

protect the northeastern United States from:

- Armed attack from another nation
- Terrorist attack
- Smuggling, illicit drug activity and illegal immigration

The 102nd Fighter Wing is also an integral part of the Air Force's expeditionary aerospace force, and can immediately deploy to support U. S. Air Force requirements anywhere in the world.

The wing's location on Cape Cod is ideal because of its strategic coastal location. Otis Air National Guard Base is the only active defense base on the east coast between the Canadian-U.S. border and the Washington, D.C. area, and has responsibility for over 500,000 square miles and 90 million people.

102nd Fighter Wing

Subordinate Units

102 Operations Group

- 101 Fighter Squadron
- 102 Operations Support Flight
- 202 Weather Flight

102 Maintenance Group

- 102 Aircraft Maintenance Squadron
- 102 Maintenance Squadron
- 102 Maintenance Operations Flight

102 Mission Support Group

- 102 Civil Engineering Squadron
- 102 Communications Squadron
- 102 Logistics Readiness Squadron
- 102 Security Forces Squadron
- 102 Mission Support Flight
- 102 Services Flight

102 Medical Group



A top employer in the area, the 102nd Fighter Wing has payroll, local construction expenditures, and other local purchases totaling over \$54 million, and a civilian payroll of over \$34 million.

Fiscal year 2004 was marked by continued missions in support of Operation Noble Eagle; 691 hours were flown in 229 sorties. The combat training hours for the year were 3,389 in 2,632 sorties. Total sorties flown by the 102nd were 2,861 for a combined total of 4,086 hours.

The 102nd has been a member of the AEF (Aerospace Expeditionary Forces) for the past few years, but was not in the rotation during 2004. Individuals were tasked to augment other units overseas, however, and a total of 18 members of the 102nd were sent overseas.

As of Sept. 23, 2004 the 102nd Fighter Wing had 816 members that included 81 officers and 735 enlisted. This gave the unit a net strength of 81 percent and an effective strength of 75 percent. The wing recruiters were able to recruit 92 people into the unit with 86 filling critical job specialties. Sixty-eight of the enlistees were prior service.

The 102 Fighter Wing was assigned fifteen F-15 aircraft and possessed 18 (15 primary and three backup). A new alert barn had been built on the runway in 2003, where aircraft are kept in alert status.

The fiscal year 2004 O&M (Operations and Maintenance) financial figures showed that the 102nd paid just over \$34 million in salary and benefits to the 479 Title 32 and Title 5 civilians who worked at the base. Almost \$39 million had been spent in support of the aircraft, \$5.4 million for base operating cost, \$4.9 million for a master cooperative agreement with the state to provide security and some civil engineering personnel, \$4.2 million for FSRM which is for facility repair, maintenance and upgrades. The total figure for O&M was \$88,230,308.25

The Wings and Plans section showed that 1,642 passengers were processed through the unit that included both in-processing and out-processing. Over 1.6 million pounds of cargo were also processed.

Fiscal Year 2004 Highlights

In January 2004 five F-15s and 105 personnel deployed to Tuscon, Ariz. for winter-basing training. In March, 79 personnel and five aircraft deployed to Key West Naval Air Station, Fla. for dissimilar aircraft combat training (DACT). During April, 41 members of the Civil Engineering squadron deployed to Ft. Indiantown Gap, Pa. for training. In May, 38 engineers went to Camp Dodge, Iowa for annual training. Also in May, 99 personnel and 8 aircraft deployed to Cold Lake, Canada for Maple Flag, a large force exercise.

There was an Operational Readiness Exercise (ORE) including both Phase I (deployment) and Phase II (ability to survive and operate) in July, and much of the training during the year was devoted to preparing for the exercise. Mission Operational Protective Posture (MOPP) level four training (chemical protective mask and full over-garments) was held in January, April and May to prepare for the exercise.

The unit training assembly in December 2003 was cancelled due to a heavy snowstorm. Members were given the option of making up the drill or simply missing it. Family Day was held on the Sunday of the September drill.

There were many visitors to the 102nd during the fiscal year. Three different television stations came to the unit and the Combat Camera crew from Charleston Air Force Base, S.C. also came to make a video production. Gen. Ralph Eberhart, commander of NORAD, brought a civic tour of 42 people from Colorado to Otis for a visit. Both Senator Edward Kennedy and U.S. Representative William Delahunt visited the 102nd as well.

The 102 Medical Squadron underwent a Health Services Inspection in April, and the 102nd had a no-notice Alert Force Evaluation by NORAD on September 15. Both inspections resulted in ratings of "outstanding."



104th Fighter Wing



The 104th Fighter Wing's mission is to provide highly trained personnel and mission-ready equipment for dedicated service to the United States of America, the Commonwealth of Massachusetts and the community.

The wing is equipped with 17 A/OA-10 Thunderbolt II aircraft, 15 primary and two backup aircraft inventory, and is one of six A-10-equipped fighter wings in the Air National Guard. The 104th stands ready to mobilize in support of warfighting commanders wherever needed throughout the world as part of the Aerospace Expeditionary Forces of the U.S. Air Force.

The wing provides close air support (CAS) and air interdiction in support of combat operations. Special capabilities include combat search and rescue, airborne forward air control, night vision and precision guided munitions capabilities.

The 104th Fighter Wing was founded in 1946 and is located at Barnes Air National Guard Base, Westfield, Mass., where it leases land from the city of Westfield adjacent to the Barnes Municipal Airport and operates jointly with the Massachusetts Army National Guard's Army Aviation Support Facility #2, home of the 226th Division Aviation Support Battalion.

On its 185-acre site located in the shadow of the Berkshire Mountains in western Massachusetts, the wing is Westfield's largest employer, with over 300 full-time employees and over 700 part-time personnel. Its payroll for fiscal year 2004 topped \$31 million and its appropriations were over \$50 million. Fully modernized facilities courtesy of an aggressive military construction program in the last decade have well positioned the base for a continued presence at Barnes.

The 104th enjoys an active community role and positive regional and national reputation and in turn, receives significant support from the local populace.

Fiscal Year 2004 Highlights

In January, the 104th Fighter Wing ushered in a new era of joint operations with the opening of the Army Aviation Support Facility two, located adjacent to Barnes. The Army National Guard personnel stationed there share a number of 104th facilities and services including dining, security and fire protection.

Also in January, the wing deployed 100 of its personnel to Eglin Air Force Base, Fla. to take part in Operation Combat Hammer and the Weapons System Evaluation Program, a program designed to conduct and evaluate realistic employment of current aircraft weapons. There, pilot's skills were tested and enhanced and they were able to give test personnel at Eglin feedback on the weaponry.

As part of the deployment, a four day Employer Support of the Guard and Reserve trip was included. A group of over 30 employers, state politicians, media representatives and others received a first hand look at the wing's role in the nation's defense and spread the word throughout their spheres of influence.



104th Fighter Wing

Subordinate Units

104 Operations Group

- 131st Fighter Squadron
- Operations Support Flight
- Weather Flight

104 Maintenance Group

- Aircraft Maintenance Squadron

- Maintenance Squadron

- Maintenance Operations Flight

104 Mission Support Group

- Civil Engineering Squadron
- Logistics Readiness Squadron
- Security Forces Squadron

- Communications Flight

- Mission Support Flight

- Services Flight

104 Medical Group

In February, the wing christened its new security forces facility, a state-of-the-art, \$2.2 million dollar facility that gave the wing's security forces increased space and technology-based upgrades. Also in February, Senior Master Sgt. John P. Sacco of the Logistics Readiness Squadron was awarded the Silver Star Medal for his action during the Vietnam War in 1969. The wing also deployed five personnel from the Vehicle Maintenance Section to serve as combat convoy drivers with the U.S. Army in Iraq in support of Operation Iraqi Freedom.

In March, 104th Fighter Wing personnel were recognized as part of the 387th Air Expeditionary Group (AEG) when those organizations received the Air Force Outstanding Unit Award. This time the award came with the valor designation for the wing's role in Operation Iraqi Freedom from January 1 to May 21, 2003 while part of the 387th AEG, 410th Air Expeditionary Wing.

April and May saw a number of deployments. Various members of the Mission Support Group deployed to Ramstein Air Base, Germany and Hickam Air Force Base, Hawaii to support training objectives by working with their active duty counterparts. The Civil Engineering Squadron participated in the Silver Flag Exercise, also at Ramstein. Seventy-three personnel and 8 pilots deployed to Fort Benning, Ga. to work with and provide CAS for U.S. Army forces.

The wing was awarded its third National Guard Bureau Winston P. Wilson Trophy as the most outstanding Air National Guard unit equipped with jet fighter or reconnaissance aircraft in May. The award further recognized the wing's efforts in 2003 during the run up and execution of its role in Operation Iraqi Freedom. The wing deployed around 500 of its personnel during that time and returned home with a stellar record of accomplishment.

In June the wing conducted a major accident response exercise to demonstrate and evaluate the wing's ability to respond to an aircraft accident at Barnes. The exercise integrated the wing's emergency response teams with those from local communities and the state.

August saw the wing again deploy personnel and aircraft in support of the U.S.

Army, this time to Ft. Campbell, Ky. In September, the wing's Medical Group followed up on an excellent rating from an intensive health services inspection with their annual innovative "Guard Care" effort, providing a day of health screenings for local Head Start participants before the school year begins.

During the year, two personnel were recognized with national awards for their outstanding performances. Capt. Peter R. Carr was named the winner of the 2003 Lance P. Sijan Award which recognizes accomplishments of officers and enlisted members who have demonstrated the highest qualities of leadership in the performance of their duties and the conduct of their lives. Master Sgt. Robert R. Ackley III was also named Air National Guard Crew Chief of the Year for his exemplary work as a A/OA-10 crew chief at the 104th.

Throughout fiscal year 2004, wing personnel volunteered their time, representing the wing in local events and celebrations, hosting tours, visiting schools and building new relationships with the greater Westfield community and beyond.



253rd Combat Communications Group



Headquarters, 253rd Combat Communications Group (CCG) is located at Otis Air National Guard Base (ANGB), Cape Cod, Mass. The Group Headquarters mission is to provide training supervision to six subordinate units located in four states and the District of Columbia. Upon mobi-

lization, the 253rd CCG assumes a broader mission: to command and administer assigned units, ensuring their readiness to deploy worldwide and provide communications systems and terminal air traffic control services in support of tactical air forces and Air Force contingency operations.

In simplified terms, the 253rd CCG and its assigned units serve as the "AT&T", "FAA" and the "local internet provider" of the Air Force. Our units provide a full range

of communications services and air traffic control services to deployed flying units, normally for wing or squadron-level flying units for Air Combat Command and Air Mobility Command. From hand-held satellite transceivers to multichannel, 20-foot dish satellite terminals, and from portable high frequency radios to radios powerful enough to talk halfway around the world, the communications units managed by the 253rd CCG can meet all the needs of a flying unit commander for communication services, both classified and nonclassified.

The air traffic control units and flight within the group can provide the full range of air traffic control service with their mobile air traffic control tower, tactical air control and navigation (TACAN), and approach control radar. The unit's equipment is highly mobile, and they are capable of deploying and conducting sustained operations anywhere in the world.

267th Combat Communications Squadron



The 267th Combat Communications Squadron (CBCS), is a subordinate unit collocated with the 253rd CCG. It plays a vital role in the first employment of theater deployable communications equipment.

The mission of the 267th CBCS is to train personnel and maintain equipment for worldwide deployment. As a combat communications squadron, its primary mission is to provide the best tactical communications services and information systems support to expeditionary warfighters, whenever and wherever necessary. This is accomplished through state-of-the-art communications equipment including satellite, high frequency, and wide-band radio systems providing networked secure and non-secure voice, data and messaging services. The unit has a tasked response time of 72 hours and is self-sustaining for a minimum of 72 hours upon arrival.

Additionally, the squadron has a state mission to provide forces to the Commonwealth of Massachusetts for use during local or statewide disasters or emergencies for protecting life and property, and to preserve peace, order, and public safety.

Primary tasking would be for communications teams and support equipment.

During fiscal year 2004, the 267th received the Outstanding Unit Award as a part of the 253rd Combat Communications Group.

Joint 253rd and 267th Fiscal Year 2004 Highlights
October 2003

- Supported the Massachusetts Military Reservation security program



February 2004

- Participated in local career day event. Over 100 local students were made aware of the many excellent skills sets that the National Guard can offer to the community

March 2004

- Participated in the Massachusetts Partnership for Peace Program with Paraguay, providing communications support and technical expertise to Paraguayan forces

May 2004

- 253rd received notice of award of the 2004 NGAUS Mission Support Plaque

June 2004

- 267th deployed personnel and equipment to Dover AFB and Andrews AFB for Operational Readiness Evaluation
- Supported 231st Combat Communications Squadron (Andrew AFB, Md.) and provided deployed tactical communications training area for 125 personnel
- Senior Master Sgt. Gerald Kelley received a congressional thank you letter for helping to change legislation that financially assists Guardsmen and Reservists called to active duty

- Participated in Special Olympics event for over 300 special needs clients from the Southeastern Massachusetts area
- Coordinated logistics and equipment to support veterans' home that was in need of critical air conditioning during severe heat wave

July 2004

- Participated in Civil Air Patrol Cadet Week by hosting over 15 International Civil Air Patrol cadets for a tour of the combat communications facilities
 - Chaplain Paula Payne performed the invocation ceremony to the new Barnstable County Correctional Facility dedication. Over 500 people attended
 - Provided more than over 20 personnel, equipment and logistical support for the Democratic National Convention
- September 2004**
- 253rd and aligned units receive the Air Force Outstanding Unit Award Certificate and Citation

212th Engineering Installation Squadron

The 212th Engineering Installation Squadron is co-located with the Joint Force Headquarters in Milford, Mass. It has a federal, wartime mission to mobilize and deploy authorized resources to accomplish the engineering, installation, reconstitution, repair,

and replacement of command, control, communications and computer systems; navigational aids; and air traffic control and landing systems worldwide. Also, the 212th must train and prepare for the requirements of each specific mission as outlined by the supported command.

The squadron's state mission is to support the state in the protection of life, property, and the preservation of peace, order, and public safety and provide assistance as directed by the governor of Massachusetts and The Adjutant General.

Fiscal Year 2004 Highlights:

- Four-day deployment to Barnes Air National Guard Base; completing 12 projects
- Fiber optic/copper cable installation at Atlantic City Air National

Guard Base, New Jersey

- Electronics, supply, logistics, cable, and management support of Operation Enduring Freedom; at various locations in the AOR encompassing deployments lengths of 60, 90, 120 days
- Engineered cable installation at Incirlik Air Base, Turkey
- Tactical antenna tower installation at Otis Air National Guard Base on Cape Cod
- Engineered fiber optic/cable distribution at Otis Air National Guard Base



Air National Guard Band of the Northeast



The Air National Guard Band of the Northeast performed 35 functions during fiscal year 2004. The events included 10 parades, one bugle detail, 12 sit-down community concerts, five brass quintet performances and seven protocol combo performances.

Eleven of the performances were direct military support, and nine involved overnight deployments within the band's area of responsibility, including all of New England and Eastern New York.

In April, the band had a staff assistance visit by the Chief of Bands, Lt. Col. Patrick Jones, and the Enlisted Program Manager, Chief Philip DeFranco. Both were pleased with recent progress within the unit. One area highlighted was the training program managed by Master Sgt. Elaine D'Alessandro. She has been asked by Lt. Col. Jones to present her program next year at the National Band Commander/Superintendent Conference.

Several new members have come into the band this past year: three direct from basic training, two prior service members, and one transfer back from the Air National Guard band in Illinois.

During the fiscal year, several members participated in a total force effort by assisting other bands. These deployments included support for the active duty Band of Mid America, the Band of Liberty at Hanscom Air Force Base, and the Texas Air National Guard Band. Conversely, a member from the Band of Mid America assisted the Band of the Northeast.

Three members of the Band of the Northeast went to California for training with the active duty Band of the Golden West, and from there to the Air National Guard Band of Southern California.

Two members continue to participate as instructors for the satellite NCO Academy with the home station at Joint Force Headquarters in Milford, Mass.

The Band of the Northeast participated in a photo shoot this year, updating all photos including concert band, brass quintet, and combo. These photos will be used by our operations staff to send to sponsors for newspaper publications and advertising for concerts.



MARNG MASSACHUSETTS ARMY NATIONAL GUARD

26th Infantry Brigade



Headquarters, 26th "Yankee" Infantry Brigade is based at Devens Reserve Forces Training Area (RFTA) and is part of the 29th Infantry Division, based out of Fort Belvoir, Va. The unit's mission is to mobilize, deploy (or

deploy its subordinate commands) to an intermediate staging base, assemble, move to an area of operations and support the conduct of light combined arms operations.

Fiscal year 2004 was a challenging and rewarding year. The headquarters completed a move from Springfield, Mass., to Devens RFTA in March. The brigade supported Light Leader/Light Fighter qualification at Camp Edwards and Devens RFTA, and the Air Assault School in June 2004. Part of the command element participated in Warfighter at Fort Leavenworth, Kan., in July. In September, 40 soldiers participated in a five-nation regional cooperation exercise in Kaiserslauten, Germany.

Headquarters Company, 26th Infantry Brigade participated in numerous civic and military events during the year, including providing recruiting support for the 4th of July celebration at Devens RFTA, providing security support for

the Boston Marathon in April, and providing support and personnel for Task Force 182 during the Democratic National Convention.

26th Infantry Brigade Subordinate Units

HHC, 26th IN BDE
HHC, 1-104 IN

- A CO, 1-104 IN

- B CO, 1-104 IN

- C CO, 1-104 IN

HHC, 1-181 IN

- A CO, 1-181 IN

- B CO, 1-181 IN

- C CO, 1-181 IN

HHC, 1-182 IN

- A CO, 1-182 IN

- B CO, 1-182 IN

- C CO, 1-182 IN

C CO, 1-20 SF BN

Devens RFTA
Springfield

Agawam

Greenfield

Westfield

Worcester

Worcester

Gardner

Cambridge

Dorchester

Middleboro

Melrose

Braintree

Springfield



1st Battalion, 104th Infantry



The 1st Battalion, 104th Infantry is a light infantry battalion designed to close with the enemy by means of fire and maneuver in order to capture him or repel his assault by fire, close combat, and counterattack. The unit is organized into a headquarters company

and three light infantry rifle companies. The total authorized strength for the battalion is nearly 600 soldiers.

The unit's federal mission is to mobilize, deploy by air or surface to an intermediate staging base, assemble, move to an area of operations and conduct light combined arms operations. Its state mission is to provide individuals and or units organized, equipped, and trained to function effectively in the protection of life, property, and the preservation of peace, order, and public safety in military support to civil authority for disaster response, humanitarian relief, civil disturbance, counter-drug operations, and combating terrorism.

At all times individuals assigned to the unit will conduct themselves in accordance with the United States Constitution, which they have sworn to defend and uphold.

The battalion commander's goals are to ensure soldiers are military occupational skill qualified, physically fit, embodied with the warrior ethos, qualified with their assigned weapons, professional, disciplined, and ready to deploy if called. The unit's Multifunctional Squad Training Program will emphasize the value and importance of each soldier.

The unit's training is conducted according to published standards, using measurable training and evaluation outlines. Training is battle focused and realistic. The overarching goal is to have fully manned, equipped, and trained units that are ready and relevant.

Fiscal year 2004 brought many opportunities and challenges to the soldiers of the 104th. The Global War on Terrorism remained the unit's focus during this training year, and soldiers were mindful that the unit may be the next to receive the call.

The 104th celebrated its regimental birthday, dating back to 1639, in November. It was a grand social occasion for the unit, honoring and recognizing past members. In January, the battalion successfully conducted a TOW missile live fire exercise for all four anti-armor platoons in the 26th Brigade. The sections fired 30 high explosive anti-tank missiles.

The battalion trained at Ethan Allen Firing Range, Vt., home of the Mountain Warfare School, in February. Mountaineering training, rappelling, land navigation in a mountainous environment, and other infantry tasks were trained. Through the spring, the 104th focused on phase one of the Light Leader and Light Fighter courses. This enabled the units to get their leaders and soldiers prepared for a very challenging and strenuous annual training period in June.

In June the battalion conducted the Light Leader and Light Fighter courses. The unit also sent 18 soldiers to the Air Assault School conducted at Camp Edwards, Mass. All 18 soldiers graduated and earned their wings. Numerous NCOs, officers, and soldiers graduated from the Light Leader and Light Fighter courses, as well.

The battalion sent 150 soldiers to stand ready as a company team ready reaction force for the Democratic National Convention held in Boston in July. Although not called into the streets of Boston for assistance to civil authorities, a great deal of preparation training was conducted at Camp Edwards.

In September, members of the battalion staff traveled to Germany and took part in the regional cooperation exercise with troops from several Central Asian countries to execute a multilateral Janus simulation exercise.



1st Battalion, 181st Infantry



The 1st Battalion, 181st Infantry is a light infantry organization under the control of the 26th Infantry Brigade, which is part of the 29th Infantry Division.

The 1st Battalion, 181st Infantry's federal mission is to mobilize, deploy by air to an intermediate staging base, assemble, move to an area of operation and conduct light combined arms operations. The battalion's state mission is to provide individuals and/or units organized, equipped, and trained to function effectively in the protection of life and property, and the preservation of peace, order, and public safety in military support of civil authority for disaster response, humanitarian relief, civil disturbance, counter-drug operations and combating terrorism.

The battalion commander's intent is that all deployable units are able to accomplish a broad spectrum of potential missions by focusing on four fundamental foundations of success:

1. Soldiers are ready for mobilization with current medical records, military education and military occupational skill qualifications.
2. Soldiers are physically fit, prepared to move on foot long distances while carrying their mission essential equipment, and are able to conduct a deliberate attack and defend operations upon reaching the forward edge of the battle area.
3. Soldiers are well trained in the use of their weapon systems, able to effectively shoot and destroy multiple hard and soft targets under adverse weather conditions and during limited visibility.
4. Squad and platoons are trained to execute the eight dismounted infantry battle drills.

Thirty soldiers from the Headquarters Company, 86 soldiers from A Company, 94 soldiers from B Company, and 94 soldiers from C Company mobilized for active duty in support of Contingency Operations for Enduring Freedom in September 2003 and were assigned under the operational control of the Joint Task Force Guantanamo Bay, Cuba. The Headquarters Company soldiers were assigned to, and responsible for, the command and control of the infantry

task force in the vicinity of Camp America and Camp Delta at Guantanamo Bay from Sept. 8, 2003 through June 28, 2004.

While deployed, six senior noncommissioned officers from Headquarters Company conducted and successfully completed the Battle Staff Noncommissioned Officer Course. Weapons qualification was conducted in December 2003 and common task training was conducted throughout the ten months deployed in theatre. The operations section also developed and executed the Expert Infantry Badge (EIB) qualification course from April 6 through 20, graduating 16 soldiers.

A Company was later augmented for the Guantanamo Bay mission, reaching a total strength of 94 soldiers. While deployed, two infantry platoons conducted operations and were evaluated as performing at the trained level for all mission essential tasks. The company conducted six live fire exercises. Fire teams and squads achieved a "trained" rating on the "attack" mission essential task.

Two A Company soldiers received the coveted EIB while deployed. The company also conducted squad-level urban warfare training. The unit successfully participated in several joint task force air bridge operations providing convoy security.

While deployed, B Company conducted numerous security missions as part of the joint task force air bridge operations at Guantanamo Bay. In addition the unit also trained to maintain its infantry skills.

B Company successfully trained its squads and fire teams, which achieved a "trained" rating on all mission essential



tasks. The unit successfully planned and executed live fire exercises on movement to contact and break contact.

Urban warfare operations were trained during the deployment, using the "crawl, walk and run" method. The training culminated with excellent squad and platoon-level operations in limited visibility.

Physical training was a priority for B Company, resulting in a 100 percent pass rate. Six soldiers were awarded the coveted EIB.

In addition to four security air bridge operations missions and other security operations in support of the joint task force at Guantanamo Bay, C Company planned, developed and executed fire team and squad-level live fire exercises to maintain its warfighting skills. The company's fire teams and squads were rated as "trained" on their mission essential tasks.

While deployed, the company also developed and executed urban warfare operations procedures that were realistic and challenging for its soldiers. During one exercise, C Company soldiers successfully repelled a mock boat attack, resulting in the sinking of the simulated enemy vessel.

Seven soldiers were awarded the coveted EIB during the deployment. Due to exceptional leadership in the company and the dedicated and hard work of the soldiers, the company improved the overall defensive posture in its area of operations at Guantanamo Bay by rebuilding several fighting positions in accordance with published standards.

1st Battalion, 182nd Infantry



The 1st Battalion, 182nd Infantry's federal mission is to mobilize at home stations, move to a port of embarkation, deploy to a theatre of operations and occupy an assembly area. On order, the battalion attacks in zone or defends in sector. The unit must be prepared to conduct stability and support operations.

The battalion's state mission is to provide individuals or units organized, equipped and trained to function effectively in the protection of life, property and the preservation of peace, order, and public safety in military support to civil authority operations.

At all times, 182nd individuals and units will conduct themselves in accordance with the United States Constitution in the execution of its duties.

During fiscal year 2004, the 182nd Infantry underwent a transition from mechanized infantry to light infantry configuration. The battalion completed this transition effective Sept. 1, 2004. Training was planned, resourced, and conducted with a focus on enhancing the individual soldier readiness.

Also during the year, the 182nd deployed two rifle companies: C Company to the Multinational Force of Observers mission in the Sinai and B Company to a homeland defense mission at Hanscom Air Force Base, Mass.

The battalion's focus during inactive duty training was to maintain readiness and leader development. Throughout the winter and spring of the fiscal year, the unit performed MUTA-5 training to maximize training time and resources. Critical training focused on preparation for mobilization, individual weapon marksmanship and soldier readiness.

The 182nd conducted annual training at Camp Edwards and Devens RFTA. The unit developed, resourced and conducted a Light Fighter program for the 26th Infantry Brigade. Soldiers within the 182nd Infantry attended either military operational skills, Light Fighter, Light Leader or Air Assault training to fulfill their annual training requirement.

Fiscal Year 2004 Highlights

November 2003

- Veteran's Day parades in Boston, Middleboro & Braintree

December 2003

- Battalion mobilization exercise, cold weather training, and Integration Ceremony at Fort Independence in South Boston, Mass.

May 2004

- Turned in 37 tracked vehicles to the USPFO
- 86 soldiers deployed to the Multinational Force of Observers, Sinai, Egypt

June 2004

- Annual Training, Light Leader at Camp Edwards and Light Fighter at Devens RFTA

July 2004

- Battalion task force of 300 deployed to Camp Edwards in support of the Democratic National Convention. The task force was designated as the ready force to respond if needed

August 2004

- Lt. Col. William Fitzpatrick assumed command of the 1st Battalion, 182nd Infantry

September 2004

- Provided soldiers to the Regional Cooperation 2004, in Kaiserslautern, Germany
- Rites of passage air assault operation, Camp Edwards, Mass.
- Turned in an additional 76 tracked vehicles to the USPFO



42nd Infantry Division Artillery



Like many units, the "Red Legs" of the 42nd "Rainbow" Infantry Division Artillery focused on the Global War on Terrorism during the fiscal year. In addition to training for their traditional field artillery missions, soldiers of the 42nd Division Artillery deployed overseas, many of them having been retrained to perform security missions.

The Headquarters Battery in Rehoboth, Mass., deployed 153 soldiers to Iraq as part of the 42nd Infantry Division's deployment in support of Operation Iraqi Freedom during the year.

Both the 1st Battalion, 101st Field Artillery and the 1st Battalion, 102nd Field Artillery wrestled with mobilizing large numbers of their soldiers to support missions at home and abroad while simultaneously maintaining the training of members who remained in the units. E Battery (Target Acquisition), 101st Field Artillery, co-located with the Headquarters Battery in Rehoboth, Mass., deployed 53 personnel to Fort Sill, Okla., Afghanistan and Iraq.

In addition to Massachusetts units, the 42nd DIVARTY also commands three out-of-state artillery battalions: the 1st Battalion of the 258th Field Artillery, headquartered out of Jamaica, N.Y., the 3rd Battalion 112th Field Artillery, headquartered in Morristown, N.J., and the 1st Battalion 119th Field Artilleryheadquartered in Lansing, Mich.

Looking forward, the experience gained by the 42nd Division Artillery and its units deployments will only enhance their ability to perform critical missions at home or abroad. The units and personnel of the 42nd remain ready to support any mission with "Rainbow Thunde."

42nd DIVARTY Subordinate Units

HHB, 42 DIVARTY	Rehoboth
HHS, 1-101 FA	Brockton
- A Btry, 1-101 FA	Brockton
- B Btry, 1-101 FA	Danvers
- C Btry, 1-101 FA	Fall River
HHB, 1-102 FA	Quincy
- A Btry, 1-102 FA	Hudson
- B Btry, 1-102 FA	Methuen
- C Btry, 1-102 FA	Lynn
- Svc Btry, 1-102 FA	Quincy
E Btry (TAB) 101 FA	Rehoboth



1st Battalion, 101st Field Artillery



The 1st Battalion, 101st Field Artillery's mission is to destroy, neutralize or suppress the enemy by cannon fire, and to integrate all supporting fires into joint combat mission operations.

Fiscal year 2004 was a challenging and rewarding year. The 101st conducted live-fire exercises, a division warfighter exercise, and an organization and equipment conversion, all while 35 percent of the unit's strength was on active duty for various missions. Nonetheless, the battalion conducted sustainment training in all mission essential tasks, and achieved a "trained" rating on those tasks.

For the live fire exercises, the battalion had to consolidate into a single firing element due to deployment of the firing battery fire direction observers to Cuba, C Battery-forward to an Air Force mission, and individuals supporting the 42nd Division Artillery mobilization to Iraq.

Many hours of operational and logistical planning and support from many personnel within this battalion went into the live fire operation. As a result, the unit fired all 1,600 rounds safely.

Annual training was conducted in June at Fort Pickett, Va. It was significant because the battalion completed the event successfully, while in the process of completing an organization and equipment conversion and participating in digital fire missions.

The 101st also participated in the 29th Infantry Division warfighter exercise, "Operation Omaha Lighting," in September.

During the year, the staff and key personnel spent many hours planning and refining the field artillery support plan for the 26th Brigade operations order for "Operation Patriot Lighting." The final execution phase of the operation was conducted at Hohenfels, Germany, where the unit performed all assigned tasks in a professional manner.

At home, the battalion participated in numerous civic and military events during the year, including: numerous cannon salutes were for the Fairhaven Salute to the Nation, the Falmouth Military Tattoo, the 4th of July at the Esplanade, Massachusetts POW/MIA Day, and Veteran's Day for the Cities of Fall River, Danvers, New Bedford, Beverly, Lynn and Camp Edwards; providing security support for the Boston Marathon, and providing support for the annual "Toy for Tots" drive; assisting New Bedford Family and Child services in their annual Christmas and food collection and distribution programs.

The 101st continues to support its own ice hockey team, skating once a week throughout the year the team traveled to Las Vegas, Nev., in October, successfully defending their championship win in the combined services international tournament.



1st Battalion, 102nd Field Artillery



The mission of the 1st Battalion, 102nd Field Artillery is to destroy, neutralize, and suppress the enemy by cannon fires, and to integrate all fire support assets into a combined arms operation in accordance with the supported commander's intent.

During fiscal year 2004, the battalion continued its mission training plan and mission essential task training. Although the 102nd continued to prepare for artillery missions, the battalion commander, Maj. Mark A. Ray, had the foresight to train soldiers on stability and support operations (SASO) as well.

As a result, squad-level tactics normally conducted by infantry and military police units were added to the battalion's mission essential task list. The culmination of this effort was an extremely successful operation at Camp Edwards in July and an annual training period that pulled the multifunctional squad training and artillery training together.

The fiscal year began with common task testing, individual weapons qualification and administrative soldier readiness processing. As tasks were completed, the individual soldier records were updated.

The second quarter was dedicated to ensuring that critical artillery safety training was completed in order to conduct howitzer live fire exercises during annual training. Howitzer crew drills and safety were the main focus. The soldiers would complete the numerous artillery tasks utilizing the howitzer crew simulation trainers at Camp Edwards, completing the written portion of the safety exams, and drawing the guns to complete hands on training.

Operations in support of the Global War on Terrorism have required members from the artillery community to conduct what are normally military police missions. In response to this reality, the battalion commander initiated a training plan in the third quarter that was dedicated to SASO, basic leadership skills, and squad-level tactics.



At the same time, more than 75 soldiers from the battalion volunteered to deploy with the 42nd Division Artillery. Following the mobilization, the remaining soldiers were regrouped into squads of ten, each squad led by an E-5 or E-6. For the next three months, these squads would complete training on leadership and tactics in an effort to reinforce basics and learn infantry and military police skills. The culminating event, "Operation Gladius," was held in July at Camp Edwards.

Operation Gladius took the soldiers and their squads through a series of events and lanes which included the leadership reaction course, rappel tower, airlift operations, react to ambush, react to contact, react to indirect fire, and the gas chamber. Each squad was graded, and the top three squads were recognized and awarded.

Following "Operation Gladius," the battalion proceeded to Fort Drum, N.Y., to perform annual training. The focus of the annual training period was with the continuation of squad-level tactics and improvement of the soldiers' knowledge of crew-served weapons including the M-2, M-249 and MK-19.

While conducting squad level tactics, the 102nd spent three days at the Fort Drum urban warfare site, during which time soldiers were placed in realistic scenarios, which included the presence of Iraqi civilians on the battlefield. The Fort Drum instructors were impressed with the battalion's soldiers, commenting that they were the most motivated and eager to learn bunch of soldiers they had ever seen come through the site. For their part, the unit's soldiers noted that the training was the some of the most useful and challenging they had received as members of the U.S. military.

Shortly after annual training, the 1st Battalion, 102nd Field Artillery Regiment was tasked to provide two units to mobilize in support of Operation Iraqi Freedom. Those units included a 152-soldier security force (SECFOR) and a 27-man rear area operation center (RAOC). The units were mobilized to Fort Dix, N.J., in late fiscal year 2004.

E Battery, 101st Field Artillery

E Battery, 101st Field Artillery's mission is to determine the trajectory of incoming artillery or mortar rounds, so the supported command can eliminate the threat through counter battery fire or air support.

The battery has been deploying radar teams in support of the Global War on Terrorism since the beginning, mobilizing members to Afghanistan and Iraq. Most recently, the unit mobilized over 30 members in support of Operation Iraqi Freedom as part of New York's 42nd Infantry Division.

51st Troop Command



The 51st Troop Command has over 1,900 soldiers in 19 units in 17 communities across the commonwealth.

The command provides administrative and logistical support to the 101st Engineer Battalion, the 181st Engineer Battalion, 211th Military Police (MP) Battalion, the 65th Public Affairs Operations Center, the 379th Engineer Company, E Company of the 223rd Military Intelligence (Linguist) Battalion, the 26th Personnel Services Detachment, the 126th Military History Detachment, and the 272nd Chemical Company.

The command's mission is to provide command and control of its subordinate elements to enhance readiness in a global environment. This is facilitated by providing administrative and logistical support to those elements. 51st Troop Command also has responsibility for managing a training area, Camp Curtis Guild, where the headquarters is located.

The state mission is essentially the same as the federal mission, however it is focused on support to civil and domestic authorities at the call of the Governor. These missions are delegated from The Adjutant General and the Joint Force Headquarters in Milford for diverse operations including the Boston Marathon, the Democratic National Convention, and other public safety and force protection missions.

During fiscal year 2004, several of the 51st Troop Command units deployed in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom. During the deployments, the command's headquarters supervised the rear elements of deployed units, coordinated other missions in support of inactive duty training, annual training, overseas deployment training, unit exchange programs, and support to both civilian and military authorities.

51st Troop Command made progress in developing new projects at its training area collocated at Camp Curtis Guild in Reading. Noteworthy was approval for construction of a multimillion dollar field maintenance shop, to include improvements to infrastructure.

During the year there was a significant utilization of Camp Curtis Guild by units, ROTC, law enforcement and community agencies. The post was also used as a training and staging area for units acting as a quick reaction force for the Democratic National Convention in July.

51st Troop Command Subordinate Units	
HHD, 51 Troop Command	Reading
HHC, 101 ENG BN	Reading
- A CO, 101 ENG BN	Newburyport
- B CO, 101 ENG BN	Chelsea
- C CO, 101 ENG BN	Bridgewater
- Spt Plt, 101 ENG BN	Reading
HHC, 181 ENG BN	Whitinsville
- A CO, 181 ENG BN	Milford
- B CO 181 ENG BN	Northampton
- C CO 181 ENG BN	Adams
- Spt Plt, 181 ENG BN	Whitinsville
HHC, 211 MP BN	Lexington
- 972 MP CO	Melrose
- 772 MP CO	Taunton
- 747 MP CO	Ware
- 42 MP CO (-)	Chicopee
65 PAOC	Lexington
379 ENG CO	Bourne
E CO 223 MI BN	Cambridge
126 Mil Hist DET	Worcester
26 PS DET	Milford
272 Chem CO	Reading

101st Engineer Battalion



The 101st Engineer Battalion's federal mission is to alert and mobilize to the designated mobilization site and provide combat engineer support to a brigade combat team out of the 42nd Infantry Division for contingency operations and counter-mobility operations against a non-conventional threat.

The battalion's state mission is to support homeland defense and civil disaster operations. Its administrative mission is to mentally, physically and tactically prepare all soldiers of the battalion for potential mobilization for military action, civil disasters or civic action missions.

Throughout the fiscal year, the battalion continued to improve its ability to provide effective and timely engineer support. In addition to scheduled inactive duty training, the unit participated in several major activities and training events.

The Battalion mobilized 36 soldiers from B Company in support of Operation Noble Eagle II. Soldiers performed Homeland Security at Natick Labs from May 2003 to May 2004.

Ten soldiers from the battalion attended the Explosive Hazardous Awareness Train the Trainer (EHAT) Course at the U.S. Army Countermine School, Fort Leonard Wood, Mo., March 1 to 7. These soldiers are now certified to teach EHAT to any soldier deploying in support of the Global War on Terrorism.

On March 6, 2004, Maj. Gregory T. McDonald assumed command of the 101st Engineer Battalion from Lt. Col. Thomas A. Pozerski during a change of command ceremony held at Camp Curtis Guild, Mass.

Eighteen soldiers from the battalion attended the Countermine Train the Trainer Course at the U.S. Army Countermine School, Fort Leonard Wood, March 8 to 24. These soldiers are certified to teach countermine procedures to any engineer unit deploying in support of operations Enduring Freedom or Iraqi Freedom.

Fifty-seven soldiers from the battalion were trained and certified in Chemical, Biological, Radiological, Nuclear or High Yield Explosive Enhanced Response Force Package (CERFP) operations, in support of homeland defense. This team is one of 14 in the Army National Guard trained to help local, state or federal authorities locate, care for and clean up casualties should terrorists attack with a chemical, biological, radiological or other weapon of mass destruction. They began their training June 5 and were certified for duty by First Army during an exercise July 26 to 29 at Camp Curtis Guild, Reading, Mass.

The battalion's major task during the fiscal year was to support the Democratic National Convention held in Boston, July 17 to 31, 2004, which was the unit's mission for annual training. During the first week of annual training, the battalion received training from the Massachusetts State Police and 211th Military Police Battalion in crowd control techniques at Camp Edwards. The second week was at Camp Curtis Guild, where the 101st continued its crowd control training, and also received Explosive Hazard Awareness Training (EHAT) from soldiers within the battalion.



181st Engineer Battalion



The 181st Engineer Battalion's mission is to maintain a combat ready force by preparing soldiers with training in real world individual tasks and providing continuous guidance and coordination as the battalion transitions into a consolidated engineer force. On order, the battalion provides the governor with

soldiers trained to protect life, property, and preserve the peace, order and safety of the public.

During fiscal year 2004, the battalion had many opportunities to excel and underwent many challenges. As our Nation remains focused upon the Global War on Terrorism, our operational forces remain committed to the war effort both abroad and at home.

Soldiers of the 181st Engineer Battalion found themselves actively involved in both theaters of operations.

Accordingly, the unit continues to support ongoing national security objectives such as the State Partnership Program with the country of Paraguay.

In the early part of the fiscal year, the battalion saw the safe return of five engineers from this organization who volunteered for deployment in support of Operation Iraqi Freedom. These soldiers, with their needed and necessary technical skills and abilities, undertook vital roles filling key positions in those units with which they deployed.

During the first quarter, the 181st focused on individual and crew served weapons qualification within the battalion. The organization focused on primary marksmanship training prior to attending the standard zero range. This approach again proved to be the cornerstone of a successful qualification weekend on the pop-up target qualification range at Devens.

In the second quarter, the battalion saw four changes of command in a short time period. The battalion was turned over to a new battalion commander and a new command sergeant major. Also, the commanders of Headquarters Company and C Company swapped command assignments, and a new commander was assigned to B Company. During these transitions, the organization continued its overseas deployment training coordination and remained focused on its training plan as it prepared to deploy to the field in the following quarter.

The third quarter saw the 181st back in the field, preparing for its annual training exercise only a few short months away. During this time period another change of command

took place and the soldiers of A Company were off and running with a new commander and new first sergeant. In the span of just a few months, the entire command leadership team was turned over, organizational equipment accounted for, and the organization aggressively moving forward.

The battalion found the fourth quarter challenging as well. Just a few short weeks prior to the start of the quarter, the battalion received the mission to support the annual Boston Esplanade event. This three-day event required a call to state active duty of all the assigned soldiers in the 181st. Commanders and staff worked closely as they planned and executed this event with precision. Once again, due to the committed efforts of hundreds of enlisted engineers, the city and citizens of the commonwealth enjoyed a festive holiday event as the Guard remained engaged in full support of local law enforcement agencies.

The fourth quarter also saw the battalion's annual training plan dramatically changed, when the unit received a re-missioning order from the Joint Forces Headquarters to support the Democratic National Convention in Boston, July 15 to 31. As before, the commanders, staff and enlisted soldiers of the 181st rose to the challenge, simultaneously executing planned overseas deployment training exercises to the Italy and Paraguay.

Coincidental to all these ongoing activities the battalion diligently worked on the future engineer force structure plan with its sister battalion and higher headquarters. This plan would meld together the two existing combat engineer battalions into one future organization. This plan is but one component of the realignment of all current and future Army National Guard engineer force structure situated within the commonwealth, addressing both soldiers and facilities.

By aggressively training and challenging all our soldiers, the engineer force of the 181st finds itself well situated to begin the next training year eager and ready. **ESSAYONS!**

211th Military Police Battalion



The mission of the 211th Military Police Battalion is to command, control, and coordinates the combat, combat support, and combat service support operations of all military police elements assigned or attached.

The 211th had an exciting year starting with the return of the 747th Military Police Company from Afghanistan and Operation Enduring Freedom. The 747th was released from active duty effective Nov. 1, 2003 after a six-month deployment.

Coming in behind the 747 was the Headquarters Detachment of the 211th, that returned from Iraq and was released from active duty effective Nov. 16, 2003. The detachment supported Operation Iraqi Freedom and was the longest element mobilized from the state, since being called to duty back in July 2002.

By December, the 211th was back together as a battalion with all elements. Lt. Col. Jack Hammond handed over command of the battalion to Maj. Brian O'Hare in December during the detachment's homecoming ceremony at Camp Curtis Guild.

Command Sgt. Maj. Herman Anderson was re-assigned to Joint Force Headquarters and 1st Sgt. Bill Davidson from the 972 was selected to become the new battalion sergeant major in April.

Several other command changes took place during the year. Capt. Alan Aldenberg handed command of the 972nd over to Capt. Jason Oberton in January. Capt. Richard Callery handed command of the 42nd to 1st Lt. Dom Ditomaso in March. Capt. Margaret Oglesby handed command of the 747th over to 1st Lt. Richard Cipro in April. Capt. Jim Blake rotated out of command of the Headquarters Detachment and was replaced by Capt. George Boggs.

Additionally, the 747th packed up and moved from the Southbridge armory to its new home in Ware, Mass.

The battalion moved to Camp Edwards and trained for the Democratic National Convention mission from July 15 to 23. The battalion then moved to occupy Camp Curtis Guild and locations in Boston to assist in preserving public safety during the DNC from July 23 to 30.

The 42nd Military Police Company was mobilized effective July 6, 2004 to Fort Drum, N.Y., in support of Operation Iraqi Freedom.





65th Public Affairs Operations Center

Public Affairs fulfills the Army's obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to

confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.

The 65th Public Affairs Operations Center (PAOC) provides services and facilities to media representatives in support of combined, unified or joint operations. The PAOC is a gaining command, organized to rapidly deploy and generally augmented by two or more mobile public affairs detachments. Available to unified, specified or joint commanders, the PAOC is the nucleus of a joint information bureau, a combined or allied press information center or a media operations center, generally at theater, corps or army level.

The 65th is commanded by a lieutenant colonel and is authorized 33 personnel. Nine officers and twenty-four enlisted are divided into four distinct sections. One of four in the National Guard inventory, the 65th PAOC is a split-state unit with slices in Connecticut, Rhode Island and Massachusetts.

The PAOC is committed to providing highly trained and qualified soldiers. Whether in peacetime or during war, the 65th continually trains as it will fight. Due to the nature of its mission, the importance of public affairs to the military and public community, and the current operations tempo, this and every public affairs unit in the Army inventory (about 75) are highly likely to be deployed. Since 1995, every public affairs unit has deployed to Bosnia, close to 75 percent to Kosovo and 50 percent to Afghanistan or Iraq.



379th Engineer Company

The 379th Engineer Company's federal mission is to deploy to the area of operations and support horizontal construction projects to improve the Army's mobility in theater.

The unit's state mission is to support civil disaster operations using manned construction equipment. Support of either mission might involve construction or repair of roads or airfields.

The unit was released from active duty in support of Operation Iraqi Freedom in October 2003. During fiscal year 2004, the unit was one of the first National Guard

units in the state and nation to conduct self-recovery from overseas operations, rather than having equipment recovered at an active component installation.

As a result of a combined effort by the full-time maintenance facilities, the unit's maintenance platoon and equipment operators, the unit was able to repair enough equipment to bring the company to an over 70 percent operational readiness rate during annual training.

In addition to redeployment and maintenance priorities, the unit's training focus was on individual, squad and platoon operations, as well as engineer-specific task sustainment training and lessons learned from units deployed to Iraq.

E Company, 223rd Military Intelligence Battalion



E Company, 223rd Military Intelligence (MI) Battalion is based in Cambridge, Mass. Its wartime mission is to mobilize and deploy in team concept (interrogators, counterintelligence agents and linguists) with its higher headquarters, the 223rd MI Battalion, located in San Francisco, Calif.

E Company's state mission is to provide interrogation, counterintelligence and linguist support to agencies of the Commonwealth of Massachusetts.

A primary challenge for the unit is maintaining soldiers qualified in their operational skills. The qualification process for new soldiers may take up to four years in some instances.

Additionally, E Company performs overseas interrogator, counterintelligence, linguistic and supply support for deploying Massachusetts Army National Guard units. Approximately half of the unit was deployed to the Middle East in support of Operation Iraqi Freedom, returning in the spring of 2004.



126th Military History Detachment

The 126th Military History Detachment (MHD) is based at the Massachusetts National Guard Military Museum in Worcester. It is one of 25 such units in the Army and one of only five in the National Guard.

The MHD is the smallest deployable unit in the U.S. Army inventory. The 126th is the only military history detachment to have been deployed in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom. The unit has been to all the major operational theaters from the World Trade Center in New York City, to Fort Bragg, N.C., and to Afghanistan, Kuwait and Iraq.

The MHD's federal mission is to collect specific information for histories being prepared under the auspices of Chief, Military History of the Headquarters of the Department of the Army. The unit's state mission is to provide historical support to units of the Massachusetts Army National Guard.

The soldiers of the 126th MHD can assist in the critical analysis of ongoing military operations using methods distinct from the traditional staff processes. The capabilities of the 126th offer the parent command a highly organized approach to collecting historical evidence and chronicling it. The unit can apply the rigorous interpretive skills and contextual knowledge of history to help clarify and resolve the information overload encountered by modern military forces, often referred to as the fog of war.

Because of their training, the soldiers of the 126th capture significant data to create operational histories, Army lessons-learned, and field monographs. Through its unique style of collecting, the MHD provides valuable supplementary information to commanders and ensures the preservation of operational history information for future generations.

The 126th Military History Detachment is the Army-wide leader in historical collecting and methodology. The unit fields a completely digital solution for gathering historical data in the field. At the core of the program are high-end digital cameras, laptop computers, pocket-sized digital voice recorders, and computer-aided transcription. The digital medium allows for efficient, high-quality collection without the need for photo developing or cumbersome audio recording equipment.



26th Personnel Services Detachment

The federal mission of the 26th Personnel Services Detachment (PSD) is to manage essential personnel information and provide direct military support to commanders. The unit's state mission is to provide personnel services to the Headquarters of the Massachusetts Army National Guard during mobilization and demobilization operations.

During fiscal year 2004, the detachment's focus was to provide personnel administrative support to the Joint Force Headquarters Personnel Automated Records Center and provide common task training (CTT) for the PSD's soldiers in preparation for mobilization.

The 26th received mobilization orders in the fall of 2004 to deploy overseas in support of Operation Iraqi Freedom. In theater, the PSD will perform administrative duties, managing essential personnel information and providing direct military support to U.S. Central Command units.



272nd Chemical Company

The 272nd Chemical Company's mission is to provide nuclear, biological and chemical reconnaissance and decontamination in support. The unit is based at Camp Curtis Guild in Reading, Mass.

During the fiscal year, nearly 100 of the company's soldiers deployed overseas in support of Operation Iraqi Freedom.

The unit mobilized as part of New York's 42nd Infantry Division. The 272nd will provide a vital support in theater in the identification and decontamination of dangerous materials.

79th Troop Command



The 79th Troop Command provides command and control, administrative, logistical and training guidance to five combat service support battalions with the intent of enhancing readiness, facilitating mobilizations and coordinating training exercises, reacting to domestic emergencies and conducting civic action operations.

Although the 79th Troop Command does not have tactical control over it's units and more than 1,200 soldiers, the command and control mission keeps this headquarters very busy supporting the most deploying and redeploying units of any brigade level headquarters in the state. The continually high operations tempo includes managing mobilization activities, executing numerous changes of command and sustaining the logistical challenges in force structure transformation in support of the subordinate's units federal and state missions.



79th Troop Command Subordinate Units

HHD, 79th Troop Command	Wellesley
101 QM BN	Framingham
- 125 QM CO	Worcester
- 220 QM DET	Plymouth
- 321 QM DET	Pittsfield
- 704 QM DET	Worcester
- 1058 TC	Hingham
- 1060 TC	Worcester
- 1164 TC	Framingham
- 1166 TC	Worcester
3-126 AVN	Camp Edwards
- A CO, 3-126 AVN	Camp Edwards
- C CO, 3-126 AVN	Camp Edwards
- E CO, 126 AVN	Camp Edwards
226 AVN SPT BN	Westfield
- DET 1, A CO, 226 AVN	Westfield
- DET 1, B CO, 226 AVN	Westfield
- DET 1, 86 MED AIR	Camp Edwards
726 FIN BN	West Newton
- 101 FIN DET	West Newton
- 685 FIN DET	West Newton
- 747 FIN DET	West Newton
726 MNT BN	Leominster
- 110 MNT CO	Ayer
- 721 MNT CO	Camp Edwards
- DET 1, 721 MNT CO	Westfield
- DET 2, HHC, 297 SPT BN	Ayer
- DET 2, B, 297 SPT BN	Ayer
A CO, 118 MED BN	Concord
DET 1, HHC, 118 ASMB	Concord



101st Quartermaster Battalion

In November three subordinate units move to their new armory on Lincoln Street in Worcester: the 704th Quartermaster Detachment, 125th Quartermaster Co. and 1166th Transportation Co.

One hundred and twenty-seven soldiers from the 1166th Transportation Co. had their welcome home ceremony at the Ware Town Hall. The 1166th spent nearly 16 months on active duty in support of Operation Enduring Freedom/Operation Iraqi Freedom. One hundred and twenty-two soldiers from 1058th Transportation Company were welcomed back on April 27 at the unit's armory in Hingham. The unit spent a year in the combat zone, transporting personal and equipment from Kuwait and Iraq for the 1st Armor Division and the 3rd Infantry Division. In April the 101st Quartermaster Battalion supported the Boston Marathon. The one-day mission gave the public a chance to see their citizen soldiers at work assisting the state.

Annual training was in June at Camp Edwards. It was one of the best operational exercises the battalion and subordinate units went through. The 101st Quartermaster Battalion, 125th Quartermaster Co. and the 704th Quartermaster Detachment went through an extensive evaluation given by the Training Support Battalion from Devens.

During the August drill the battalion participated in a simulation exercise at Camp Edwards. In September 48 members of the 704th Quartermaster Detachment deployed in support of Operation Noble Eagle/Enduring Freedom/Iraqi Freedom.

125th Quartermaster Company

For most of the 125th, the first few months of the year were taken up with recovery from a recent deployment and moving the unit from the Webster armory to the Worcester armory. Soldiers were settling back into their home lives and becoming accustomed to life as civilians again.

The spring was dedicated to preparing the soldiers and their leaders for the tasks they would be performing at annual training. In April, the unit was activated to support the Boston Marathon.

During annual training the unit was evaluated for four days. The unit completed all assigned missions and built teamwork, unity and esprit de corps during annual training.

More than 20 125th soldiers volunteered to deploy with the 704th Quartermaster Detachment.

220th Quartermaster (Water Distribution) Team

The 220th provides water distribution support for a corps or theater level asset through use of the Tactical Water Distribution System and supports homeland defense operations and civilian relief missions as directed by The Adjutant General.

The 220th continued its patronage within the town of Plymouth with its annual participation in the Thanksgiving Celebration Parade. The unit has taken part since its inception in 1996. In addition, the unit has invited the public into the armory to educate it on the unit's mission and the National Guard as a whole. The underlying goal is to bolster unit recruitment.

Plymouth's Veterans of Foreign Wars Post No. 1822 has taken the unit under its wing, offering all unit members free membership. Members in the unit in turn, on a volunteer (nondrill status) basis, have participated in many VFW activities and parades. The underlying goal is to create greater exposure to the town to promote a positive image of the National Guard and to bolster retention and recruitment.

In June, the 220th participated in annual training with the entire 101st Quartermaster Battalion at Camp Edwards. The focus was on unit defensive operations. The unit was also able to complete an inventory of its primary equipment for eventual turn-in.

The unit continues to maintain its identity despite the specter of deactivation and a projected armory move. Attrition is of paramount concern. The unit continues to drive forward with well planned training and execution.

321st Quartermaster Team

The 321st purifies and stores potable water for combat troops in an arid environment and provides potable water services to the state in the wake of a civil emergency.

The 321st Quartermaster Team demobilized in June 2003. Since that time there have been numerous obstacles to overcome. The first and most critical is that it took more than a year to receive equipment replacing that which was left after the deployment for other units in the theatre. Without this equipment, the unit had difficulty training. Once the state received some replacement equipment, that equipment was transferred to the 704th Quartermaster Detachment, which was placed on alert for Operation Enduring Freedom. Six 321st soldiers volunteered to deploy with the 704th.

The 321st is authorized 16 soldiers, but is at about half strength. This past year has been a trying time for the 321st, but the remaining soldiers continue to hold their heads high. Despite the manpower shortage, the unit successfully completed annual training at Camp Edwards, which included an evaluation by an Active Army training support battalion.

1058 Transportation Company

During its federal missions, the 1058 Transportation Company transports personnel and cargo support of corps level operations. It also provides transportation and humanitarian assistance during natural disasters, civil disturbances and terrorist attacks. During its deployment to Iraq, the 1058 provided transportation and convoy escorts in support of the 4th Infantry Division. One hundred and thirty-six soldiers deployed with the unit from Feb. 3, 2003 to April 26, 2004. The unit's deployment was extended an additional 134 days while it was in Iraq. The unit was ordered to leave all of its equipment in Iraq.



1060th Transportation Company

The 1060th Transportation Company was formed in 2003. The unit continuously received new soldiers from other units and recruiting. These soldiers have taken their place in the ranks of the organization and have contributed to the character and success of the unit.

As a new unit, the 1060th has relied on its close working relationship with the 1164th Transportation Company. The last year has seen the unit perform numerous and difficult transportation missions along the East Coast. The frequency and complexity of these missions are increasing as the reputation and abilities of the 1060th Transportation Company. These missions perform a vital and cost effective service to every unit in the state.

The unit developed a comprehensive drivers training plan as a tool to assist in training each driver in the 1060th Transportation Co. on the complex M-915 tractor and trailer system.

1164th Transportation Company

The 1164th Transportation Company is a tractor-trailer unit based in Framingham. The armory is on the grounds of the former Camp Framingham, which dates back to use with the Massachusetts Voluntary Militia.

The year 2004 has been a transitional period for the 1164th Transportation Co. The unit was tasked to provide trained personnel to deploy in support of Operation Iraqi Freedom with both the 1058th Transportation Co. from Hingham, and the 1166th Transportation Co. from Ware. These deployments took the majority of the unit's leadership and most of its qualified drivers. The unit also provided the 110th Maintenance Co., the 118th Medical Battalion and the 125th Quartermaster Co. with additional personnel.

During this period, the rear detachment of the 1166th was assigned to the 1164th and began to drill in Framingham as a combined unit. The 1166th also temporarily gained some personnel from the 1058th during its deployment.

The 1164th is transitioning to new equipment and recently added 25 new trailers to its fleet. Training within the unit has been specifically tailored on conducting transport operations under combat conditions in support of Operation Iraqi Freedom. Various manuals based on new doctrine, tactics, and techniques are being used. Veterans returning to the unit are sharing experiences from overseas.

For annual training the unit supported the 102nd Field Artillery Battalion by transporting the unit's vehicles, weapons and equipment to and from Fort Pickett, Va. With the many unit mobilizations and demobilizations, the state transportation office has tasked the 1164th with many transportation missions supporting these units. These have included over the road missions to Fort Drum, N.Y., Fort Dix, N.J., Camp Edwards and the Devens Reserve Forces Training Area.

During the Democratic National Convention, the 1164th supported military police units deployed to assist with security. The 1164th was also prepared to provide personnel and equipment in the event of a civil disturbance.

The 1164th participates every year in Operation Stand Down. This two-day event at Madison Park High School in Boston's Roxbury neighborhood offers support to more than 700 homeless veterans. The event provides veterans with various services including food, clothing, showers, shelter, medical care, legal assistance, ID cards and counseling, as well as housing workshops and a job fair. Our soldiers provided transportation and logistical support for

the event, along with assisting with security.

The unit has close ties with the City of Framingham and with several local veterans groups. We have provided honor guards for local parades and for events sponsored by the Framingham Veteran's Council. Soldiers of the unit have participated in a ceremony with The Daughters of the American Revolution and also a re-enactment with the Sudbury Militia Co. The 1164th has had military vehicles participate in parades in the Framingham area and provided static displays of various equipment during city events and at schools.

During the recent deployment the unit had an active Family Readiness Group and created a Web site to assist deployed soldiers and their families. In the last year it has received more than 2,500 hits and has been linked to various Framingham community groups' Web sites.

The Framingham armory's adjacent motor pool and maintenance shop is undergoing a \$6.6 million renovation, which will provide the unit a state-of-the-art maintenance facility. During construction the 1164th has temporally moved its motor pool to the National Guard facility in Natick.

1166th Truck Company

The 1166th transports cargo and personnel in wartime and supports the state during civil emergencies.

The unit was deployed from Feb. 17, 2003 through May 16, 2004, and stationed at Fort Bragg, N.C. The unit was assigned to the 7th Transportation Battalion. During the assignment the unit was split into three different detachments.

Twenty-two soldiers were attached to the 57th Transportation Battalion assigned to Fort Drum, N.Y., 50 soldiers were attached the 546th Transportation Battalion assigned to Fort Bragg, N.C. The remainder of the unit was assigned to 7th Transportation Battalion. The total mission support all fell under the control of 18th Airborne Corp at Fort Bragg.

Two detachments from the 1166th deployed overseas from Fort Bragg and served in Kuwait and Iraq. At the end of the 546th tour, the soldiers transported more than 120,000 pounds of supplies valued more than \$1 million. That detachment accumulated over 120,000 miles, the highest within the 546th Transportation Co. At the end of the 57th tour, the soldiers unloaded, loaded and transported more than \$20 million worth of equipment in and out of the ports in Kuwait.

The remainder of the 1166th performed more than 800 transportation missions logging in more than 40,000 miles in and around Fort Bragg.





3rd Battalion, 126th Aviation

The battalion's federal mission is to provide combat aviation assets in support of 29th Infantry Division. The unit also provides support to the state during domestic emergencies.

The battalion made great strides in improving readiness during 2004. It transformed from a UH-1 light utility helicopter battalion to a UH-60 general support aviation battalion. During this transformation, the battalion focused heavily on its military occupation specialty qualification, without losing sight of important collective training.

The battalion took part in a multinational exercise, Patriot 04, at Fort Drum, N.Y. The battalion underwent a major inspection in May 2004, which it passed. Meanwhile, the line companies, A, B, C and E embarked upon their prioritized training. A Company launched its night vision goggle training to prepare for its deployment rotation to Hoenfels, Germany in February. C Company welcomed home three soldiers from their Bosnia deployment.

In the battalion received official notification that E Company, Air Traffic Services, would be deployed in support of Operation Iraqi Freedom. With a compressed timeline, the battalion staff worked closely with E Company in conducting final deployment preparation. The Unit deployed in January 2004.

In February, 19 personnel, mainly from A Company, deployed to Hoenfels, Germany. These personnel conduct-

ed aviation operations ranging from flight planning and execution to aircraft maintenance, and refueling. Later in the month, the battalion had the opportunity to receive home personnel from a tour in Iraq. Seven of the eight Chinook mechanics returned home from their second deployment. Another soldier remains on medical hold due to injuries sustained during deployment. The official welcome home ceremony was conducted in April 2004.

The battalion also supported the Boston Marathon.

In June 2004. The battalion deployed by both ground and air in support of Patriot 04. While there, the battalion provided aviation support for Joint Forces Headquarters Massachusetts during its first Air Assault School.

C Company performed more than 500 maintenance man-hours in a field environment during annual training at Fort Drum. The Headquarters Company underwent an external inspection from 1st Army. They focused on tactical operations center operations and security, convoy operations and assembly area operations. Their hard work paid off with numerous commendable comments from the evaluators with an overall go. Six of the battalion's medics are deployed with the 118th Air Support Medical Battalion in Iraq.

In July the battalion supported the Democratic National Convention in Boston. The battalion also supported the Falmouth Road Race. In September 2004, the battalion worked hand in hand with the 1st Battalion, 182nd Infantry to provide a realistic training scenario and combined arms experience.



The 226th Division Aviation Support Battalion

The 226th Division Aviation Support Battalion is a new battalion headquarters. It was established on Oct. 1, 2003. Its mission is to provide division level logistics support for the

29th Infantry Division's Aviation Brigade and Cavalry Squadron. The battalion has three companies distributed in three states: Massachusetts, Maryland, and North Carolina. Each state has a company with detachments in the other two states.

The battalion moved from Westover Air Force Base in Chicopee to Barnes Air National Guard Base in Westfield. There it has a new Army Aviation Support Facility. The battalion conducted a community open house at the facility on Dec. 17.

On Sept. 11, the battalion conducted an activation ceremony to change over from D Co. of the 1st Battalion, 126th Aviation to the 226th Division Aviation Support Battalion.

A subordinate company, the 86th Medical Company, had 22 soldiers activated for nine months in June 2004 and deployed to Bosnia as part of Stabilization Force 14. In May, the 86th had their official Welcome Home Ceremony at Otis Air National Guard Base.

In September the battalion deployed another three soldiers. They were to join another unit in Fort Dix, N.J. and would go overseas to perform aircraft maintenance in theater.

In June the battalion went to annual training at Fort Drum, N.Y. The battalion manned a tactical operations center, completed many different weapons qualifications, employed aviation maintenance systems in support of the 10th Mountain Division, and day and night flying and readiness-level progression training.

The battalion got together to gather toys for the Toys for Tots program. The toys went to children in Westfield.



726th Maintenance Battalion

From January 2004 to April 2004, the 726th Maintenance Battalion provided command and control of all maintenance, quartermaster, and base support operations on and around Tallil Air Base, Iraq. In addition, it conducted water purification and distribution of potable water, vehicle recovery and cargo transfer operations, provided life support at the forward area arming and refueling point.

In peacetime, the 726th provides command and control of maintenance operations for the units and personnel of the Massachusetts Army National Guard, trains and inspects units on maintenance, and controls the authorized stock list for the Massachusetts Army National Guard.

The battalion underwent a number of key changes throughout the course of the training year. The unit returned to home station, but to a different armory. The unit was relocated from Natick to Leominster. Many soldiers that were “on loan” transferred back into their original units.

While stationed at Tallil Air Base, the 726th Maintenance Battalion and its subordinate units (the 110th Maintenance Company, 849th Quartermaster Company, 186th Quartermaster Detachment, 456th Quartermaster Company, and the 1208th Quartermaster Company) received and issued more than 225 tons of meals, ready to eat, 85 tons of government rations, 260 tons of ice, 3,250 tons of bottled water, purified and distributed over 27 million gallons of potable water, distributed more than 19 million gallons of fuel, and executed over 335 transportation missions, over 4,000 total missions, to include 50 sustaining base support missions.



The 110th Maintenance Company.

The 110th Maintenance Co.'s wartime mission is to provide direct support maintenance and a repair parts supply service for nondivisional units assigned to, or passing through, the corps and theater army areas, and to provide backup direct support maintenance for divisional units. The company's peacetime state mission is to provide direct support maintenance to the Combined Support Maintenance Shop and to assist units with inspection and repair of organizational equipment.

Throughout the course of the year, the unit continued its wartime mission serving at Tallil Air Base, Iraq. By the end of the deployment the unit was responsible for a total of 951 recovery missions, 150 of which were under potentially hostile conditions. The unit completed 1,500 direct support work orders by the completion of the deployment. The companies Class IX platoon had a customer base of more than 150 customers. The authorized stockage list hit a high of 4,836 lines on hand with a value of \$4,066,595.50. They also processed more than 18,000 requisitions leading to the issue of 38,328 parts valued at \$8,370,096.77. The unit returned to Devens, Massachusetts on April 20.

721st Maintenance Company

The 721st Maintenance Co. maintains and repairs conventional equipment and components for return to the theatre.

The 721st underwent a number of significant changes throughout the year. Forty of the company's soldiers were deployed with the 726th Maintenance Battalion, 110th Maintenance Battalion, 1166th Transportation Co. and the 1058th Transportation Co. With the 726th Maintenance Battalion and the 110th Maintenance Companies' deployments, the company assumed the role as acting headquarters for personnel who were nondeployed for logistical and administrative purposes. The unit also underwent a conversion moving its detachment from Westfield to Cape Cod and its headquarters from the Cape to Westfield. This involved movement and relocation of various pieces of equipment, the redesignation of personnel, and movement of sections, as well as the realignment of property book equipment. The detachment has also had to move all equipment stored in its maintenance facility to a cold storage building after it lost the facility in support of the Unit Training Equipment Site on Camp Edwards.

Among other highlights, about 50 soldiers participated in a 96-hour external evaluation at Devens for annual training and passed all tasks. The unit also rebuilt 15 pieces of equipment saving the state \$36,329.

The 721st also supported the Democratic National Convention.



101st Regiment, Regional Training Institute



The 101st Regiment, Regional Training Institute (RTI), has a rich and proud history. It began as an academy in 1913. Nearly 40 years later, it became the first National Guard State Officer Candidate School to earn full accreditation. Today, units from across

the Northeast send their soldiers to the Regiment.

The Regional Training Institute has the most modern technology. This is the best, state-of-the-art facility in Region A. The institute has been accredited by the Command Sergeants Major's Academy, Fort Benning Infantry School, and Fort Sill Artillery School.

It has provided courses for the General Studies Battalion, Non-Commissioned Officers Evaluation School, Office Candidate School, Field Artillery Battalion, Recruit Sustainment Program, Naval Sea Cadets, Paraguay soldiers, and the Army Reserve. More than 4,000 soldiers have participated in the regiment's programs in the last training year.

Accreditation of an institute by the proponent schools indicates that it meets or exceeds criteria for assessment of institutional quality periodically assessed by a visitation by a review team.

A new era began at the Regional Training Institute in this training year. The RTI now offers several new courses: Air Assault, 91W, and Combat Life Saving, and Recruit Sustainment Program. The Army Reserve 11th Battalion and the RTI entered in a collaboration to offer several new programs. May through June 2004 was the first time an Air Assault Program was supported through the RTI. The RTI is involved in a country partnership program with Paraguay to assist them with an NCOES program for the senior NCOs. The qualities of facilities that support academic programs both strengthen and guarantee the regiment's quality of education.

The Regional Training Institute's greatest assets are the outstanding fac-

ulty and support staff, which are given not only the tools needed to teach at the highest levels, but the support they require in retaining them. This command focuses on the retention of top staff, recruiting of new members, and the return of the highly trained staff to their former units. The staff provides a personal atmosphere and emphasizes individual attention that identifies and cultivates the strengths of their students, preparing them for their military careers. An excellent reputation has been achieved. The standards set during the early years have formed a strong tradition followed by the staff today.

In August 2004, Col. Geoffrey Greb replaced Col. Charles Maguire as the commander of the Regiment. Maguire had made significant changes of the Regional Training Institute. Col. Geoffrey Greb is developing a strategic plan that identifies the Regional Training Institute's priorities for the next two years. The process began with Col. Charles Maguire and Lt. Col. Fife.

During the year, the Officer Candidate School Company trained Classes 70 and 71. It continued the long Massachusetts Military Academy tradition and legacy of providing competent commissioned officers who embody the soldier's creed and warrior ethos. Along with meeting the requirements of the OCS program, a special focus has been given to expose the officer candidates to the training resources on Camp Edwards including the fire support trainer, obstacle course, rappelling tower, and leadership reaction course. Familiarity with these resources will provide officer candidates with the valuable experience necessary for them to train their future platoons.



215th Army Band



The 215th Army Band of the Massachusetts Army National Guard is headquartered in Fall River. Its primary mission is to provide music to enhance unit cohesion and soldier morale and to provide music to civil/military operations, coalition operations, recruiting operations, and national and international community relations.

Its secondary mission includes musical support for civil affairs and psychological operations during contingency operations, mobilization/demobilization, and major training exercises.

The 215th, under the command of Chief Warrant Officer James M. Girard, has won many awards for military training as well as musicianship. Some of the military awards include the Eisenhower Trophy for the most outstanding company-size unit and a NATO Commendation from the Commander of the Icelandic Defense Force.

In 2003, the band backfilled for United States Army Band Europe in Heidelberg, Germany. Next summer the band heads down to Fort Monroe, Virginia to backfill for the United States Continental Army Band for a third time.

The band has been the international musical ambassador for the Commonwealth of Massachusetts on numerous occasions. During the 1986 Presidential Summit with the Soviet Union in Iceland the 215th was the only United States military band to perform for President Reagan. The 215th received honors for their successful tours of the republic of Jamaica and the country of Greece. In 1995, the band traveled to the Netherlands to help commemorate the 50th anniversary of the end of WW II.

The Band's Enlisted Leader is First Sergeant Jeffrey A. Hyde and the full time Readiness NCO is Sgt. 1st. Class James H. LaFlame. The Enlisted Conductor is Staff Sgt. Kevin M. Kardel.



